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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Budget for the support account for peacekeeping operations for the period from 1 July 2014 to 30 June 2015

Report of the Secretary-General

Summary

The present report contains the budget for the support account for peacekeeping operations for the period from 1 July 2014 to 30 June 2015, which amounts to $306,494,700, excluding requirements for enterprise resource planning and information and systems security, in the amount of $20,054,700 and $821,500, respectively, and provides for a total of 1,341 posts (taking into account the proposed conversion of 41 general temporary assistance positions to posts and the creation of 8 new posts) and 101 general temporary assistance positions.

Financial resources
(Thousands of United States dollars; budget year is from 1 July to 30 June)

	Expenditures (2012/13)	*Apportionment (2013/14)*	*Cost estimates (2014/15)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	205 742.1	210 015.4	217 587.9	7 572.5	3.6
II. Non-post resources					
General temporary assistance	19 351.0	23 477.4	17 020.5	(6 456.9)	(27.5)
Consultants	4 925.8	6 264.7	4 920.3	(1 344.4)	(21.5)
Official travel	9 033.6	9 774.3	9 859.9	85.6	0.9
Facilities and infrastructure	20 246.1	23 722.9	22 782.7	(940.2)	(4.0)
Communications	2 685.6	2 943.9	2 120.7	(823.2)	(28.0)
Information technology	15 846.0	16 001.1	15 884.8	(116.3)	(0.7)

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Category	Expenditures (2012/13) (1)	Apportionment (2013/14) (2)	Cost estimates (2014/15) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
Other supplies, services and equipment	14 517.5	16 557.3	16 317.9	(239.4)	(1.4)
Subtotal, II	**86 605.6**	**98 741.6**	**88 906.8**	**(9 834.8)**	**(10.0)**
Total, I and II	**292 347.7**	**308 757.0**	**306 494.7**	**(2 262.3)**	**(0.7)**
Enterprise resource planning	37 337.6	18 668.8	20 054.7	1 385.9	7.4
Information and systems security	–	–	821.5	821.5	–
Gross requirements	**329 685.3**	**327 425.8**	**327 370.9**	**(54.9)**	**–**
Staff assessment income	24 881.0	25 266.9	25 483.6	216.7	0.9
Net requirements	**304 804.3**	**302 158.9**	**301 887.3**	**(1 093.1)**	**(0.1)**

Human resources

	2013/14			2014/15			Change		
Category	Post	Position	Total	Post	Position	Total	Post	Position	Total
Professional and higher									
Under-Secretary-General	–	–	–	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–	–	–	–
D-2	9	–	9	9	–	9	–	–	–
D-1	25	4	29	28	2	30	3	(2)	1
P-5	117	9	126	122	6	128	5	(3)	2
P-4	402	37	439	423	17	440	21	(20)	1
P-3	291	55	346	303	46	349	12	(9)	3
P-2/P-1	28	4	32	28	4	32	–	–	–
Subtotal	**872**	**109**	**981**	**913**	**75**	**988**	**41**	**(34)**	**7**
General Service									
Principal level	30	2	32	30	2	32	–	–	–
Other level	335	28	363	343	20	363	8	(8)	–
National level	25	4	29	25	4	29	–	–	–
Field Service	27	–	27	27	–	27	–	–	–
Security Service	3	–	3	3	–	3	–	–	–
Subtotal	**420**	**34**	**454**	**428**	**26**	**454**	**8**	**(8)**	**–**
Total	**1 292**	**143**	**1 435**	**1 341**	**101**	**1 442**	**49**	**(42)**	**7**

The action to be taken by the General Assembly is set out in section IV of the present report.

Contents

Page

Abbreviations 4

I. Introduction 7

  A. Level of peacekeeping resources and the support account 7
  B. Analysis of resource requirements 12
  C. Analysis of consultancy requirements 15
  D. Budget parameters 17
  E. Information on rejustification and reclassification of posts 18

II. Proposed staffing 19

III. Results-based-budgeting frameworks and analysis of resource requirements 21

  A. Department of Peacekeeping Operations 21
  B. United Nations Office to the African Union 70
  C. Department of Field Support 81
  D. Department of Management 133
  E. Office of Internal Oversight Services 211
  F. Executive Office of the Secretary-General 224
  G. Administration of justice 228
  H. Ethics Office 241
  I. Office of Legal Affairs 248
  J. Department of Public Information 255
  K. Department of Safety and Security 260
  L. Secretariat of the Advisory Committee on Administrative and Budgetary Questions 267
  M. Office of the United Nations High Commissioner for Human Rights 271

IV. Action to be taken by the General Assembly 283

Annexes

I. Proposed staffing of the Department of Peacekeeping Operations for the period from 1 July 2014 to 30 June 2015 284

II. Proposed staffing of the United Nations Office to the African Union for the period from 1 July 2014 to 30 June 2015 285

III. Proposed staffing of the Department of Field Support for the period from 1 July 2014 to 30 June 2015 286

IV. Proposed staffing of the Department of Management for the period from 1 July 2014 to 30 June 2015 287

V. Proposed staffing of the Office of Internal Oversight Services for the period from 1 July 2014 to 30 June 2015 288

VI. Proposed staffing of the Executive Office of the Secretary-General for the period from 1 July 2014 to 30 June 2015 289

VII. Proposed staffing of the Office of Staff Legal Assistance for the period from 1 July 2014 to 30 June 2015 290

VIII. Proposed staffing of the Office of the United Nations Ombudsman and Mediation Services for the period from 1 July 2014 to 30 June 2015 291

IX. Proposed staffing of the Ethics Office for the period from 1 July 2014 to 30 June 2015 292

X. Proposed staffing of the Office of Legal Affairs for the period from 1 July 2014 to 30 June 2015 293

XI. Proposed staffing of the Department of Public Information for the period from 1 July 2014 to 30 June 2015 294

XII. Proposed staffing of the Department of Safety and Security for the period from 1 July 2014 to 30 June 2015 295

XIII. Proposed staffing of the secretariat of the Advisory Committee on Administrative and Budgetary Questions for the period from 1 July 2014 to 30 June 2015 296

XIV. Proposed staffing of the Office of the United Nations High Commissioner for Human Rights for the period from 1 July 2014 to 30 June 2015 297

XV. Summary of follow-up action taken to implement requests made by the General Assembly in its resolution 67/287 and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly, and of the United Nations Board of Auditors 298

Abbreviations

AMISOM	African Union Mission in Somalia
ASEAN	Association of Southeast Asian Nations
ASG	Assistant Secretary-General
DFS	Department of Field Support
DPKO	Department of Peacekeeping Operations
ECA	Economic Commission for Africa
ECOWAS	Economic Community of West African States
FS	Field Service
GS (OL)	General Service (Other level)
GS (PL)	General Service (Principal level)
GTA	general temporary assistance
ICAO	International Civil Aviation Organization
ICSC	International Civil Service Commission
ICT	information and communications technology
IMIS	Integrated Management Information System
IPSAS	International Public Sector Accounting Standards
LL	Local level
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
NATO	North Atlantic Treaty Organization
NGS	national General Service
OAS	Organization of American States
OHCHR	Office of the United Nations High Commissioner for Human Rights
OICT	Office of Information and Communications Technology
OIOS	Office of Internal Oversight Services

SWIFT	Society for Worldwide Interbank Financial Telecommunication
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNICEF	United Nations Children's Fund
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNHCR	Office of the United Nations High Commissioner for Refugees
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan
UNMISS	United Nations Mission in South Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOAU	United Nations Office to the African Union
UNOCI	United Nations Operation in Côte d'Ivoire
UNOMIG	United Nations Observer Mission in Georgia
UNOPS	United Nations Office for Project Services
UNPOS	United Nations Political Office for Somalia
UNSMIS	United Nations Supervision Mission in the Syrian Arab Republic
UNSOA	United Nations Support Office for the African Union Mission in Somalia
UNSOM	United Nations Assistance Mission in Somalia
UNTSO	United Nations Truce Supervision Organization
USG	Under-Secretary-General
WFP	World Food Programme

I. Introduction

A. Level of peacekeeping resources and the support account

1. As indicated in the report of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations (A/68/731), the recent decisions of the Security Council with regard to the establishment of MINUSMA in Mali, the strengthening of MONUSCO with the establishment of the Force Intervention Brigade, and the review by the United Nations and the African Union of AMISOM and the benchmarks set for the deployment of blue helmets in Somalia, demonstrate the continued evolution of United Nations peacekeeping and the critical, flexible role it plays in the international community's response to emerging challenges to international peace and security. As United Nations peacekeepers take on increasingly complex and challenging mandates, the Secretariat will continue to dedicate its efforts to improve the planning, deployment, direction and management of peacekeeping operations to meet these challenges, safeguard the security and safety of all those who serve under the United Nations flag and ensure that peacekeepers can deliver on their critical mandates.

2. As at January 2014, DPKO managed 15 peacekeeping operations (including UNTSO and UNMOGIP, which are funded from the biennial programme budget) and, in certain areas, provided support to UNSOA and to AMISOM. DFS supported 15 peacekeeping operations (including UNTSO and UNMOGIP), UNSOA and three liquidating missions. It is projected that 10 of the 15 peacekeeping missions (i.e., MINUSMA, MINUSTAH, MONUSCO, UNAMID, UNDOF, UNISFA, UNMIL, UNMISS, UNOCI and UNTSO) will continue to face changing circumstances during the period. DPKO and DFS will continue to implement initiatives to strengthen the direction and planning of and support for peacekeeping operations. The initiatives aimed at strengthening support for and enhancing the performance of peacekeeping include: (a) strategic and operational planning, deployment, management and transition of the field missions; (b) periodic reviews of all missions in order to improve their ability to identify the challenges, opportunities and priorities for individual operations and to propose adjustments to the mandate and configuration of missions to the Security Council, as appropriate; (c) effective contingency planning that accurately reflects the prospects for evolving future United Nations engagement and the impact of current deployments; (d) enhanced strategic and operational partnerships with all peacekeeping partners, as required; (e) strengthened support for troop- and police-contributing countries to meet existing and emerging requirements based in part on the capability-driven approach; (f) implementation of General Assembly resolution 67/261, by which the Assembly approved a revised troop personnel reimbursement framework; (g) security and safety of United Nations personnel and assets; and (h) reinforced mandate implementation in the areas of the protection of civilians, human rights, child protection, gender, the rule of law and security institutions. DPKO will continue to develop guidance materials on military capability standards. The Department will enhance cooperation as part of the global focal point arrangement for police, justice and corrections, and deliver advisory services and substantive support to mandate implementation in specialized areas, such as disarmament and demobilization (including reinsertion) and security sector reform, as well as ammunition and weapons management and disposal. The Departments will continue to support evaluation and training, to ensure that lessons are adequately captured,

opportunities for improvement are identified and training is planned and carried out accordingly.

3. The global field support strategy remains the overarching strategy of DFS to introduce a new service delivery model aimed at expediting and improving support to field operations and strengthening resources stewardship and accountability while achieving greater efficiencies and economies of scale, in addition to improving the safety and living conditions of staff. The strategy is now entering its final phase of the five-year implementation schedule and is consolidating the structures and processes developed in the previous years. Of particular importance in the final stage will be the need to pivot from building and refining structures and approaches to demonstrating the impact of those in the field in support of missions. The Global Service Centre, comprising UNLB and the information and communications technology facility at Valencia, Spain, continues to play a central role in responding to the operational demands of field missions and will further refine the rapid deployment support tools including the modularization programme. The Regional Service Centre in Entebbe, Uganda, has continued to expand and improve its back-office support functions in support of missions in the region and continues to support regional inter-mission cooperation. In the coming year, the Department, together with field missions, will begin conducting a business case analysis to determine how best to extend the "shared services" approach, undertaken in Entebbe, to all missions. At the same time, the Secretariat is continuing to support performance improvement in Entebbe through the introduction of important new ways of doing business that will also help to align the strategy with the Umoja deployment, in particular in human resources and finance functions. The supply chain management pillar of the strategy is beginning to accelerate with a focus in the coming year on rolling out improvements in acquisition planning and global asset management through a "right-sourcing approach" while identifying concrete improvements in supply chain management at the mission level.

4. With regard to the Department of Management, the proposed support account resource requirements would support the implementation of the following initiatives:

(a) Continuing the pilot project of the Award Review Board to review procurement challenges filed by unsuccessful vendors and conducting prompt management evaluations of contested administrative decisions to determine whether they comply with the Organization's applicable regulations, rules and policies;

(b) Supporting the production and audit of the first IPSAS-compliant financial statements and leading the post-implementation tasks that will support the sustainability of IPSAS compliance, while ensuring that structures remain in place to facilitate the realization of the benefits of IPSAS;

(c) Engaging with the further advancement of the financial modules of Umoja and its deployment in peacekeeping operations;

(d) Improving budget preparation tools to increase the productivity and improving the format and presentation of the budget report;

(e) Continuously supporting the roll-out of the talent management system and its electronic support tool, Inspira, in the field;

(f) Continuously assisting the Secretary-General's initiative to enhance staff mobility;

(g) Coordinating and facilitating the implementation of mandatory performance management training for all managers and supervisors in field operations;

(h) Continuously providing consultations and guidance on various issues relating to human resources, including the conversion to continuing appointments, and human resources services with respect to termination of appointments, outside activities and child/family support issues;

(i) Centrally managing vendor master data to ensure that clean and updated vendor information is maintained at the United Nations Global Marketplace, which is the sole entry point for vendor registration in Umoja, and thereby enabling efficient procurement activities in the Umoja environment;

(j) The provision of continuous support to meet procurement requirements for peacekeeping, including conducting procurement for field operations through the Regional Procurement Office in Entebbe;

(k) Continuing the implementation of approved information technology systems (contingent-owned equipment application, electronic fuel management system, electronic rations management system, enterprise identity management system) in peacekeeping operations and the implementation of Umoja;

(l) Maintaining the technology systems developed and implemented;

(m) Strengthening information and systems security.

5. With regard to OIOS, the Investigations Division has given sustained attention to finalizing the investigation of cases that were pending for more than 12 months and will continue its efforts during the 2014/15 period to reduce the case backlog. The Investigations Division will keep the staffing structure approved for the 2013/14 period and will continue to focus its efforts on filling the posts of field-based resident investigators. The Internal Audit Division will review and revise the audit manual to include recent changes to internal audit standards to make the manual more accessible to audit staff, which will result in a higher level of compliance with procedures that are designed to improve the relevance and usefulness of audits to peacekeeping missions. The Inspection and Evaluation Division will use the thematic risk-based work planning analysis to determine the peacekeeping topics that require evaluation. In addition, the Division will continue to be open to requests from DPKO and DFS for evaluation of specific topics.

6. The Office of Staff Legal Assistance will increase its efficiency and effectiveness in providing timely legal advice and representation to peacekeeping personnel, thus enabling workplace conflicts to be addressed at an early stage and resolved as quickly as possible. To this end, the Office will be able to represent more cases of peacekeeping personnel, in both informal and formal dispute resolution processes. The Office will conduct outreach activities to peacekeeping missions to impart knowledge of the United Nations system of internal justice, as well as the duties and responsibilities under the Staff Rules for all mission personnel, which should assist in facilitating good relations and the development of professional trust and prevention of disputes.

7. The Office of the United Nations Ombudsman and Mediation Services will address and resolve employment-related disputes, as well as analyse and identify systemic issues arising in peacekeeping operations. In addition to carrying out its regular outreach and awareness-raising activities, the Office will continue to place emphasis on its capacity to respond to crisis situations through a critical response team, by using its pool of on-call ombudsmen and mediators.

8. The Ethics Office will continue its outreach activities to peacekeeping mission staff with a view to familiarizing staff with the services of the Office and encouraging them to consult on such issues as confidential ethics advice, training, protection against retaliation and the financial disclosure programme. To achieve those objectives, the Ethics Office plans to conduct field visits and hold financial disclosure workshops. The Office will also provide advice on the ethics and compliance programmes of selected vendors that have previously been sanctioned by the United Nations and conduct due diligence on the prospective ethical and reputational risks that could arise should the United Nations consider such companies as qualified vendors.

9. The Office of Legal Affairs will continue to provide legal assistance and advice on the myriad support functions relating to the Organization's peacekeeping activities and operations, including arrangements with Governments, procurement activities and contracting for logistics requirements, the resolution of disputes and claims, the implementation and enhancement of the Organization's accountability measures, the interpretation and application of the Financial Regulations and Rules and the Staff Regulations and Rules of the United Nations for proper administration and the reforms thereof, the defence of the interests of the Secretary-General and the improvement of the administrative and financial management of the Organization's peacekeeping operations and activities, by mitigating legal risk and limiting legal liabilities arising from such operations and activities.

10. The Department of Safety and Security will focus on the full implementation of the security risk management process in all peacekeeping missions, including an up-to-date security level system, security risk assessments, minimum operating security standards and security plans, and will continue to support and strengthen the safety and security of United Nations personnel and premises in peacekeeping operations, through the provision of training and technical guidance to field personnel. The Department will continue to prepare and distribute security policy guidance documents to peacekeeping operations for implementation in order to increase the efficiency and effectiveness of the Organization's security management system.

11. While the General Assembly has consistently recognized the need for adequate support from Headquarters during all phases of peacekeeping operations, including the liquidation and termination phases, and has been mindful that the level of the support account should broadly correspond to the mandate, number, size and complexity of peacekeeping missions, to date the support account has funded only two posts and associated non-post resources for OHCHR, which is now supporting and guiding a workforce of human rights components in peacekeeping operations comprising close to 600 posts in seven peacekeeping operations. Such support comes at a time when the protection of human rights is almost systematically described by the Security Council as central to the very objectives and success of peacekeeping missions. Further support-account-funded resources are therefore

proposed to strengthen its senior-level representation and strategic engagement in decision-making processes, planning and operational support related to peacekeeping and in enhancing the integration of human rights into peacekeeping missions; strengthen mission planning on human rights and provide enhanced support for human-rights-related integrated mission planning processes, including mission start-up and the reconfiguration of peacekeeping operations, as needed; and further the capacity of uniformed and civilian peacekeeping personnel, through guidance and training, to integrate human rights protection into the conduct of their activities.

12. The number of military and police personnel in United Nations peacekeeping missions has increased in 2013/14 to approximately 113,326 and is currently projected at 109,415 in 2014/15 on the basis of current mandates decided by the Security Council. The number of civilian staff approved for United Nations peacekeeping missions and UNSOA is 22,808 in 2013/14 and is expected to decrease in 2014/15 to 21,866 (see table below).

Overview of financial and human resources for peacekeeping operations, 2009-2015

	2009/10	*2010/11*	*2011/12*	*2012/13*	*2013/14*	*2014/15 (projected)*
Budget levels (millions of United States dollars)						
UNLB	58.0	68.2	68.5	68.6	68.5	71.5
Support account[a]	294.0	306.8	297.6	293.7	308.8	306.5
Subtotal	**352.0**	**375.0**	**366.1**	**362.3**	**377.3**	**378.0**
Peacekeeping missions and UNSOA	7 479.2	7 391.6	7 422.0	6 937.5	7 429.3	7 141.0[b]
Total	**7 831.2**	**7 766.6**	**7 788.1**	**7 299.8**	**7 806.6**	**7 519.0**
Support account and UNLB as a percentage of peacekeeping missions and UNSOA	4.7	5.1	4.9	5.2	5.1	5.3
Number of missions						
Peacekeeping missions and UNSOA[c]	16	16	16	14	15	16
Number of personnel						
Military and police personnel authorized by the Security Council	113 613	111 537	112 554	110 098	113 326	109 415
Civilian staff in missions	26 927	26 391	24 291	23 694	22 808	21 866
Support account posts	1 245	1 311	1 295	1 294	1 292	1 341

[a] Excluding provisions for enterprise resource planning, and information and systems security.

[b] Reflects preliminary estimates for the 2014/15 period pending the finalization of some budget proposals.

[c] Including UNMOGIP and UNTSO, which are funded from the biennial programme budget.

13. The level of the total peacekeeping budget in 2014/15 is currently estimated at $7.5 billion (including the support account and UNLB), for 14 active peacekeeping missions and UNSOA. However, this amount does not include the full expected budget proposals of MINUSMA and UNMISS for 2014/15, which were not available at the time of finalization of the present report. The level of the total peacekeeping budget in 2014/15, including these two missions, is expected to remain broadly at the same level as in 2013/14.

14. As peacekeeping activity, as well as the need for its backstopping, is expected to remain at a high level in 2014/15, the staffing resources are proposed to remain at the same level for all departments compared with 2013/14, with the exception of a few specific areas (i.e., safety and security, and human rights) that need strengthening.

15. The financial resources required for the support account for 2014/15 are estimated at $306,494,700 million (excluding provisions for enterprise resource planning and information and systems security), representing an overall reduction of 0.7 per cent compared with the 2013/14 approved appropriation. As a result, the proportion of the support account and UNLB requirements proposed for 2014/15 is currently 5.3 per cent of the projected total resources for peacekeeping missions and UNSOA. However, as indicated above, the level of the total peacekeeping budget in 2014/15, including the full budgets of MINUSMA and UNMISS, is expected to remain broadly at the same level as in 2013/14, and, similarly, the percentage of the support account and UNLB requirements is expected to remain at broadly the same level of 5.1 per cent as in 2013/14. Further information on the resource requirements proposed for 2014/15 compared with those approved for 2013/14 is provided in section B below.

B. Analysis of resource requirements

16. The proposed requirements to be funded from the support account for peacekeeping operations for the 2014/15 period, excluding the provision for the enterprise resource planning and information and systems security projects, amount to $306,494,700, representing a decrease of $2,262,300 (0.7 per cent) compared with the approved resources for 2013/14 of $308,757,000.

17. The net reduction in the amount of $2.3 million reflects the Departments' efforts to curtail mobile cost spending pursuant to the recommendation of the Advisory Committee; the impact on travel with regard to the implementation of the new standards of accommodation of air travel; and the impact of provisions budgeted for 2013/14 that are not required for the 2014/15 period, which are explained in the subsequent paragraphs. These lower requirements are offset in part by higher estimated after-service health insurance costs of peacekeeping retirees.

18. While the level of post resources proposed by all departments and offices is at a higher level than that approved for 2013/14, the level of general temporary assistance resources has declined. The net increase in post and temporary assistance resources reflects mainly the proposal for the net additional seven new posts and positions, including an additional six months for the conversion of temporary positions in OIOS for the backstopping of MINUSMA. This net increase of seven posts and general temporary assistance positions represents an increase of $1,115,600 in financial resources requirements in 2014/15 compared with 2013/14. It includes the establishment of three new posts representing the transfer of budgetary requirements and functions from UNLB to DPKO at Headquarters, for which a decrease has been reflected in the UNLB budget.

19. In order to address the increased demands on the planning and backstopping capacity of DPKO, DFS and the Department of Management, and of OIOS regarding MINUSMA, 22 general temporary assistance positions were approved by the General Assembly, in its resolution 68/259, for a duration of 12 months for the

period from 1 July 2013 to 30 June 2014 (DPKO: 10 positions; DFS: 11 positions; Department of Management: 1 position) and a further 6 positions for a duration of 6 months for OIOS. While it was anticipated that the need for general temporary assistance dedicated to backstopping MINUSMA would reduce significantly beyond 2013/14, the anticipated workload gives rise to demands beyond the existing capacity of the Departments. Furthermore, the mandate issued to MINUSMA by the Security Council in its resolution 2100 (2013) is such that the Mission is expected to remain on the ground for at least several years, demonstrating requirements of a continuing nature. Accordingly, it is proposed to convert 22 general temporary assistance positions to posts, as presented in paragraphs of the report under the respective department or office.

20. Furthermore, in response to the view of the Advisory Committee that the continuation for so many years of many general temporary assistance positions indicates the need for review of the functions, such a review has resulted in a proposal to convert 19 temporary assistance positions, which have been continuously approved by the General Assembly for four years or more and have been identified as performing functions of a continuing nature, to posts.

21. The rate for common staff costs for staff funded from the support account has been estimated at 49.3 per cent of net salaries, based on actual expenditures incurred in 2012/13 and the first six months of 2013/14, representing a decrease of $1,465,000 as opposed to 50 per cent of net salaries for 2013/14, resulting partly from the impact of the standard for accommodation of air travel on travel-related entitlements.

22. As in previous financial periods, the proposal includes requirements related to the projected after-service health insurance costs of current peacekeeping retirees for the 2014/15 period, in the amount of $10,310,800, which represents an increase of $1,424,000 over the 2013/14 financial period.

23. The main reasons for the variances under post and non-post resources at the class level are detailed below.

Post resources

24. With regard to post resources, the increase in requirements of $7,572,500 represents an increase of 3.6 per cent over the approved 2013/14 post resources. The increase is attributable primarily to the proposed conversion of 41 general temporary assistance positions, with the corresponding decrease reflected under the general temporary assistance resource class, and eight new proposed posts. The increase has been offset with the impact of the reduced rate for common staff costs, from 50 per cent to 49.3 per cent, applied to the computation of salary requirements.

Non-post resources

25. With regard to non-post resources, the net decrease in requirements of $9,834,800 represents a decrease of 10.0 per cent compared with the approved 2013/14 non-post resources and is attributable to factors described in the paragraphs below.

26. The decrease in requirements under the general temporary assistance resource class ($6,456,900, or 27.5 per cent) is attributable primarily to the proposed conversion of 41 general temporary assistance positions to posts, and the impact of

adjustments made to the rate for common staff costs, from 50 per cent to 49.3 per cent, applied to the computation of salary requirements. The proposal for general temporary assistance positions for 2014/15 results in a net decrease of 42 positions.

27. The decrease in requirements under the consultants resource class ($1,344,400, or 21.5 per cent) is attributable primarily to non-recurring activities budgeted for 2013/14 that will not take place in 2014/15, in particular the survey on the troop personnel reimbursement framework conducted by DFS in 2013/14. Furthermore, in the Ethics Office, the consultant resources budgeted for the financial disclosure programme have been reduced for 2014/15 on the basis of the quote from the external firm that would conduct the review of statements, and no provision is proposed for the review of corporate compliance of vendors in place of a proposed new post.

28. The increase in requirements under the official travel resource class ($85,600, or 0.9 per cent) is attributable primarily to: in DPKO, (a) the activities of the new Office of the Director, Strategic Peacekeeping Partnership, and (b) increased strategic and operational requirements for police aspects of MINUSMA operations; in DFS, (c) the activities of the new Operational Support Team, (d) the implementation of policies and inspections associated with logistics services and (e) the validation of mission preparedness for compliance with the Umoja Extension human resources element, offset by the provision made in the 2013/14 budget for the travel of representatives of Member States in connection with the meetings of the triennial Working Group on Contingent-Owned Equipment, and travel for the survey on the troop personnel reimbursement framework, which will not take place in 2014/15.

29. The decrease in requirements under the facilities and infrastructure resource class ($940,200, or 4.0 per cent) is attributable primarily to the non-recurring requirements for new positions dedicated to backstopping MINUSMA for 2013/14, which are not budgeted for 2014/15.

30. The decrease in requirements under the communications resource class ($823,200, or 28.0 per cent) is attributable primarily to the efforts made by all departments to curtail mobile communications spending and to the non-recurring requirements for new positions dedicated to backstopping MINUSMA for 2013/14, which are not budgeted for 2014/15.

31. The decrease in requirements under the information technology resource class ($116,300, or 0.7 per cent) is attributable primarily to the non-recurring requirements for new positions dedicated to backstopping MINUSMA for 2013/14, which are not budgeted for 2014/15, and planned efficiencies as a result of the Managed Output Service for network printers implemented across the Secretariat.

32. The decrease in requirements under the other supplies, services and equipment resource class ($239,400, or 1.4 per cent) is attributable primarily to requirements for conference and documentation services for the triennial Working Group on Contingent-Owned Equipment, for which a provision was made for 2013/14 and is not required in 2014/15, offset by increased after-service health insurance costs for retired peacekeeping staff.

33. Pursuant to General Assembly resolution 67/296 and on the basis of the estimates presented in the fourth progress report of the Secretary-General on the enterprise resource planning project (A/67/360), it is proposed that resource

requirements related to enterprise resource planning in the amount of $20,054,700 be funded from the support account for the period from 1 July 2014 to 30 June 2015.

34. Pursuant to General Assembly resolution 68/247 and on the basis of the estimates presented in the report of the Secretary-General on strengthening information and systems security (A/68/552) and on the basis of the cost-sharing allocation applied to Umoja (regular budget: 15 per cent; peacekeeping: 62 per cent; and extrabudgetary: 23 per cent) and additional expenditures required under contractual services up to $1,325,000 and under furniture and equipment up to $1,325,000, totalling $2,650,000, recommended by the Advisory Committee in its report (A/68/7/Add.11, paras. 23 and 24), it is proposed that resource requirements related to strengthening information and systems security in the amount of $821,500 be funded from the support account for the period from 1 July 2014 to 30 June 2015. Fifty per cent of the total expenditures ($821,500) will be managed within existing resources of the support account and reported in the performance report for the period from 1 July 2013 to 30 June 2014.

35. Pursuant to General Assembly resolutions 67/241 and 68/254, resource requirements related to the support account for peacekeeping operations share of post and non-post costs for the administration of justice, in the amount of $3,025,000, have been included in the support account proposal for the 2014/15 period.

C. Analysis of consultancy requirements

36. Pursuant to the request made by the General Assembly in paragraph 16 of its resolution 60/268, the table below reflects the approved resources for consultants from 2008/09 to 2013/14 and the proposed resources for 2014/15. All requirements for consultants have been carefully analysed and reviewed case by case, primarily on the basis of: (a) whether the study/review/report has been mandated by a legislative body; (b) whether the study/review/report has been recommended by OIOS and/or the Board of Auditors; (c) whether the requirement and the related output are associated with the results-based-budgeting framework; and (d) whether the cases require technical expertise not available within the United Nations system.

37. The proposed support account consultancy provision for 2014/15 reflects requirements for specialized expertise that cannot be accommodated in-house. Details are provided in the resource proposal of the respective departments or offices and are summarized in the table below.

(Thousands of United States dollars)

Department office	*Initiative*	*Financial resources*	*Status*
DPKO/Policy, Evaluation and Training Division	Specialized training programmes and conferences	343.0	Continuing
	Thematic and mission evaluations	141.0	Continuing
DFS/Field Personnel Division	Translation of generic job profiles and job descriptions	5.0	New
	Improvement of recruitment technical assessments	20.0	New
Department of Management/Office of the Under-Secretary-General	Award Review Board	77.0	Continuing
Department of Management/Office of Programme Planning, Budget and Accounts	IPSAS	3 128.9	Continuing
Department of Management/Office of Human Resources Management	Occupational resilience-building/ peacekeeping mission readiness	6.5	Continuing
Department of Management/Office of Central Support Services	Archiving and digitization; consolidation on field mission electronic records; various training consultants	243.6	Continuing
OIOS	Multidimensional mission and thematic evaluations and inspections; specialized audits; specialized investigative and audit training	333.5	Continuing
Office of the United Nations Ombudsman and Mediation Services	Specialized on-call ombudsperson and mediation services	70.0	Continuing
Ethics Office	Financial disclosure programme	410.9	Continuing
	Online e-learning programme	25.0	Continuing
	Specialized e-learning module	50.0	Continuing
Office of Legal Affairs	Specialized legal counsel	55.3	Continuing
Department of Public Information	Specialized communications training	10.6	Continuing
Total		**4 920.3**	

Budgetary provision under consultants

(Millions of United States dollars)

	2009/10 approved	*2010/11 approved*	*2011/12 approved*	*2012/13 approved*	*2013/14 approved*	*2014/15 proposed*	*Six-year average*
Consultancies	6.1	3.5	6.3	5.8	6.3	4.9	5.5
Variance (percentage)	(10.3)	(42.6)	80.0	(7.9)	8.6	(22.2)	11.9
Support account total[a]	294.0	306.8	297.6	293.7	308.8	306.5	301.2
Variance (percentage)	4.1	4.4	(3.0)	(1.3)	5.1	(0.7)	(1.7)
Consultancies as a percentage of the support account	2.1	1.1	2.1	2.0	2.0	1.6	1.8

[a] Excluding provisions for enterprise resource planning, and information and systems security.

D. Budget parameters

Post requirements

38. Standard salary costs established for New York by the Office of Programme Planning, Budget and Accounts have been applied to all posts at Headquarters, and the standard salary costs for Addis Ababa, Vienna and Nairobi have been applied to posts at UNOAU and the regional investigation hubs of OIOS at those duty stations. The computation of requirements for continuing and new posts reflects the application of budgeted vacancy rates, presented in the table below, which are the same as those recommended for 2013/14 by the Advisory Committee on Administrative and Budgetary Questions and endorsed by the General Assembly. As recommended by the Advisory Committee, the most up-to-date vacancy rates will be provided to the General Assembly at the time of its consideration of the support account budget to enable the Assembly to make an informed decision. With regard to the continuing posts of Resident Auditor and Investigator of OIOS located in peacekeeping missions, the relevant mission-specific standard salary costs determined by the Peacekeeping Financing Division for peacekeeping operations by category and grade level have been applied.

39. The updated common staff costs for staff funded from the support account resulting partly from the impact of the standard for accommodation of air travel on travel-related entitlements have been estimated at 49.3 per cent of net salaries, as opposed to 50 per cent of net salaries for 2013/14, as described in paragraph 21 above.

(Percentage)

Category	*Approved 2013/14 and proposed 2014/15 vacancy rates*
Continuing posts	
Professional and higher	10.0
General Service and related	5.0
New posts	
Professional and higher	50.0
General Service and related	35.0

Non-post requirements

40. Budgeted vacancy rates presented in the table below have been applied to the computation of requirements for continuing and new general temporary assistance positions of 12 months' duration for positions in the Professional and higher categories and in the General Service and related categories. As indicated above for posts, these rates are the same as those recommended for 2013/14 by the Advisory Committee on Administrative and Budgetary Questions and endorsed by the General Assembly.

(Percentage)

Category	*Approved 2013/14 and proposed 2014/15 vacancy rates*
Continuing general temporary assistance positions	
Professional and higher	6.0
General Service and related	5.0
New general temporary assistance positions	
Professional and higher	50.0
General Service and related	35.0

41. Pursuant to the report of OIOS on the audit of the standard costs applied to Headquarters overhead (A/60/682) and the recommendation of the Advisory Committee on Administrative and Budgetary Questions (see A/66/779), the Secretariat has reviewed the standard costs and has applied estimated rates in the formulation of such requirements as the rental of premises, alterations and improvements, furniture, office supplies, communications equipment and services and information technology equipment and services. Standard rates are derived from past expenditure patterns and current market rates.

42. Requirements for office supplies, the rental of office equipment, communications, information technology and other supplies, services and equipment computed at standard rates for DPKO, DFS and the Department of Management are centrally administered by their respective Executive Offices and are presented as such. Requirements under facilities and infrastructure for the rental of premises, alterations and improvements, and furniture computed at standard rates are centrally administered by the Executive Office for the Department of Management and are presented as such.

E. Information on rejustification and reclassification of posts

43. The General Assembly, in paragraph 12 of its resolution 58/298, requested information with respect to posts that will have been vacant for at least 12 months by 30 June of a given year. At the time of reporting, the following posts were expected to be vacant for at least 12 months as at 30 June 2014:

Office of Internal Oversight Services	*Grade level*	*Beginning date of vacancy*
Resident Auditor, Entebbe	P-4	1 November 2012
Resident Auditor, Entebbe	P-4	1 July 2012
Resident Auditor, UNMISS	P-3	1 July 2013
Auditing Assistant, New York	GS-OL	1 June 2013
Auditing Assistant, New York	GS-OL	1 April 2013
Chief Resident Investigator, MINUSTAH	P-5	1 July 2013 (new post approved as at 1 July 2013)
Investigator, MINUSTAH	P-3	1 July 2013 (new post approved as at 1 July 2013)
Investigator, MINUSTAH	P-3	1 July 2013 (new post approved as at 1 July 2013)
Investigator, MINUSTAH	P-3	1 July 2013 (new post approved as at 1 July 2013)
Administrative Assistant, MINUSTAH	NGS	1 July 2013 (new post approved as at 1 July 2013)
Chief Resident Investigator, MONUSCO	P-5	1 July 2013 (new post approved as at 1 July 2013)
Investigator, MONUSCO	P-3	1 July 2013 (new post approved as at 1 July 2013)
Chief Resident Investigator, UNMISS	P-5	1 July 2013 (new post approved as at 1 July 2013)

44. The General Assembly, in paragraph 19 of its resolution 57/318, requested the Secretary-General to include in the next support account report information on details of the reclassification upward and downward of posts, as well as the breakdown of appointments to posts reclassified upward, as between internal and external candidates, in the previous two years and to provide annual data thereafter. The following table reflects the proposed reclassification of posts for 2014/15:

Department/office	*Approved grade level 2013/14*	*Proposed grade level 2014/15*
DFS	1 P-5 Chief of Air Transport Section	1 D-1 Chief of Air Transport Service
DM	1 P-4 Procurement Officer	1 P-5 Chief of Communications and Information Technology Procurement Section

II. Proposed staffing

		Proposed changes 2014/15		
Department/office	*Approved 2013/14*	*Conversion from general temporary assistance positions*	*New posts*	*Proposed 2014/15*
Posts				
Department of Peacekeeping Operations	432	13	3	448
United Nations Office to the African Union	54	–	–	54
Department of Field Support	391	9	–	400
Department of Management	247	8	–	255
Office of Internal Oversight Services	115	8	–	123
Executive Office of the Secretary-General	5	–	–	5
Office of the United Nations Ombudsman and Mediation Services	7	2	–	9
Ethics Office	1	1	1	3
Office of Legal Affairs	16	–	–	16
Department of Public Information	4	–	–	4
Department of Safety and Security	18	–	1	19
Secretariat of the Advisory Committee on Administrative and Budgetary Questions	–	–	–	–
Office of the United Nations High Commissioner for Human Rights	2	–	3	5
Subtotal	**1 292**	**41**	**8**	**1 341**

Department/office	*Approved 2013/14*	*Discontinuation*	*Conversion to posts*	*New*	*Proposed 2014/15*
General temporary assistance positions					
Department of Peacekeeping Operations	17	(2)	(13)	–	2
Department of Field Support	35	(2)	(9)	–	24
Department of Management	44	(1)	(8)	1	36
Office of Internal Oversight Services	40	–	(8)	2	34
Office of Staff Legal Assistance[a]	1	–	–	1	2
Office of the United Nations Ombudsman and Mediation Services	2	–	(2)	–	–
Ethics Office	1	–	(1)	–	–
Office of Legal Affairs	2	–	–	–	2
Secretariat of the Advisory Committee on Administrative and Budgetary Questions	1	–	–	–	1
Subtotal	**143**	**(5)**	**(41)**	**4**	**101**
Total	**1 435**	**(5)**	**–**	**12**	**1 442**

[a] General temporary assistance includes 28 positions approved for 2013/14 for MINUSMA, pursuant to General Assembly resolution 68/259.

III. Results-based-budgeting frameworks and analysis of resource requirements

A. Department of Peacekeeping Operations

45. In its resolution 64/288, the General Assembly approved the proposal contained in the report of the Secretary-General on the budget for UNOAU (64/762) that the Head of UNOAU report to the Secretary-General through DPKO and DFS on issues related to peacekeeping and field support, respectively, and that all technical backstopping on peacekeeping, support and political and mediations issues be performed by DPKO, DFS and the Department of Political Affairs, respectively. In the related report of the Advisory Committee on Administrative and Budgetary Questions (A/64/792), the Advisory Committee expressed its concerns over the complex reporting lines proposed by the Secretary-General and expressed its expectation that the effectiveness of the arrangements would be kept under review.

46. In the light of the arrangement mentioned above, and given that the Office is common to both DPKO and DFS, as is the Executive Office, the Chief of Staff, the Policy Evaluation and Training Division and other areas, the Office's resources formed part of the DPKO proposal for 2013/14 and preceding periods.

47. However, taking into consideration the multiple reporting lines, it is now proposed to present the resources of UNOAU separately.

(a) Human resources requirements

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts positions proposed*	*Total proposed 2014/15*	*Change*
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	5	–	–	–	5	–
D-1	11	–	1	–	12	1
P-5	43	–	1	–	44	1
P-4	181	–	6	1	188	7
P-3	88	–	2	2	92	4
P-2/P-1	10	–	–	–	10	–
Subtotal	**338**	**–**	**10**	**3**	**351**	**13**
General Service and related						
Principal level	2	–	–	–	2	–
Other level	92	–	3	–	95	3
Field Service	–	–	–	–	–	–

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2014/15*	*Change*
National General Service	–	–	–	–	–	–
United Nations Volunteers	–	–	–	–	–	–
Subtotal	**94**	**–**	**–**	**–**	**97**	**3**
Total	**432**	**–**	**13**	**3**	**448**	**16**
General temporary assistance positions[a]						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	1	–	(1)	–	–	(1)
P-5	1	–	(1)	–	–	(1)
P-4	9	(1)	(6)	–	2	(7)
P-3	3	(1)	(2)	–	–	(3)
P-2/P-1	–	–	–	–	–	–
Subtotal	**14**	**(2)**	**(10)**	**–**	**2**	**(12)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	3	–	(3)	–	–	(3)
Subtotal	**3**	**–**	**(3)**	**–**	**–**	**(3)**
Total	**17**	**(2)**	**(13)**	**–**	**2**	**(15)**
Grand total	**449**	**(2)**	**–**	**3**	**450**	**1**

[a] Includes nine general temporary assistance positions approved for MINUSMA in 2013/14, pursuant to General Assembly resolution 68/259.

(b) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2012/13)	*Apportionment (2013/14)*[a]	*Cost estimates (2014/15)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	75 174.2	75 261.9	77 750.2	2 488.3	3.3
II. Non-post resources					
General temporary assistance	1 464.2	3 372.9	697.2	(2 675.7)	(79.3)
Consultants	380.4	484.0	484.0	–	–
Official travel	4 170.5	3 913.5	4 215.7	302.2	7.7
Facilities and infrastructure	585.1	669.8	626.0	(43.8)	(6.5)

Category	Expenditures (2012/13)	Apportionment (2013/14)[a]	Cost estimates (2014/15)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Communications	1 992.3	1 656.8	808.5	(848.3)	(51.2)
Information technology	7 340.7	1 991.6	1 862.0	(129.6)	(6.5)
Other supplies, services and equipment	973.3	1 153.0	1 143.0	(10.0)	(0.9)
Subtotal, II	**16 906.5**	**13 241.6**	**9 836.4**	**(3 405.2)**	**(25.7)**
Total	**92 080.7**	**88 503.5**	**87 586.6**	**(916.9)**	**(1.0)**

[a] Includes costs centrally administered by the Executive Office of DPKO and DFS.

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

48. The mandate of the Office of the Under-Secretary-General was established by the General Assembly in its resolution 47/71. The functions of the Office are set out in the Secretary-General's bulletin on the organization of DPKO (ST/SGB/2010/1). By its resolution 67/287, the General Assembly established the Office of the Director, Peacekeeping Strategic Partnership, in the Office of the Under-Secretary-General for Peacekeeping Operations.

49. The Office of the Under-Secretary-General comprises the front office; the Office of the Director, Peacekeeping Strategic Partnership; and the Office of the Chief of Staff, which includes the Executive Office, the Public Affairs Section and the Situation Centre.

50. The Office of the Under-Secretary-General will undertake a broad range of activities to ensure a coordinated or integrated approach to planning, directing, managing and supporting peacekeeping operations. Priority areas of activity include: supporting the Under-Secretary-General in the performance of his political, programmatic, managerial and administrative functions; and developing the Department's programme of work while ensuring alignment of this programme with the strategic goals and priorities of United Nations peacekeeping. Through the Office of the Chief of Staff, the Office of the Under-Secretary-General will be responsible for: managing media relations, external relations and internal communications; supporting public information activities in field operations; leading cross-cutting management reform and information management initiatives; providing situational awareness on developments that have an impact on United Nations peacekeeping in order to support decision-making; delivering policy advice on safety, security and organizational resilience issues related to peacekeeping operations; and facilitating the crisis response of DPKO and DFS. The Office of the Director, Peacekeeping Strategic Partnership, which reports to both the Under-Secretary-General for Peacekeeping Operations and the Under-Secretary-General for Field Support, will assist in identifying gaps which have an impact on the delivery of mandates by United Nations peacekeeping missions, by making recommendations on systemic issues relating to peacekeeping operations and on strengthening the peacekeeping partnership.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Access for Member States to key peacekeeping and field support public information materials in the six official languages on the United Nations peacekeeping website and through the United Nations peacekeeping social media channels (2012/13: 6; 2013/14: 6; 2014/15: 6)

Outputs

- 35 briefings to the Security Council, the General Assembly and legislative bodies on developments in peacekeeping operations and on cross-cutting strategic and policy issues related to peacekeeping
- 290 meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on all aspects of peacekeeping
- 2 briefings to the Special Committee on Peacekeeping Operations on new and developing policies and procedures
- 6 briefings: (1) to members of the Special Committee on Peacekeeping Operations, and (5) to Member States and troop- and police-contributing countries regarding the work of the Office of the Director, Peacekeeping Strategic Partnership
- Quarterly press briefings on major peacekeeping issues, and 200 media interviews on mission-specific topics, conduct and discipline and military, police and security issues
- 80 outreach activities, such as conferences and multimedia products, on the peacekeeping work of the United Nations and 1,000 peacekeeping-themed stories for publishing in United Nations media outlets

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 100 per cent compliance on the part of new peacekeeping operations with initial operating requirements for situation reporting and access to internal information (2012/13: 100 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)

Outputs

- Updated guidance on the structure and programmes of public information offices for new peacekeeping operations or those undergoing significant adjustments

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 100 per cent compliance on the part of 12 field operations with records and information management standards (2012/13: 9; 2013/14: 10; 2014/15: 12)
	3.2 Development of a general and/or issue-specific communications strategy by 4 multidimensional peacekeeping operations (2012/13: 4; 2013/14: 4; 2014/15: 4)

3.3 Acceptance by field missions of 80 per cent of the recommendations to support the efficiency and effectiveness of field uniformed personnel in compliance with the applicable United Nations rules, policies, practices and standards (2012/13: not applicable; 2013/14: 80 per cent; 2014/15: 80 per cent)

Outputs

- 10 visits to peacekeeping operations to review progress and provide direction to mission leadership on issues related to the implementation of mission mandates
- 5 reports that make recommendations on systemic issues that have an impact on the delivery of mandates by United Nations peacekeeping missions
- 10 coordination, consultation or dialogue sessions with troop- and/or police-contributing countries to identify systemic issues relating to peacekeeping operations
- 1 annual conference for all Special Representatives of the Secretary-General and heads of mission of DPKO-led operations and 1 biannual conference for mission chiefs of staff
- 1 workshop for chiefs of joint operations centres to align the management of individual mission joint operations centres with the strategic goals of peacekeeping and strengthen inter-mission cooperation in crisis response and 2 training courses on operations and information analysis for staff of joint operations centres and joint mission analysis centres
- 5 visits to peacekeeping operations to provide technical support to joint operations centres and joint mission analysis centres
- Implementation of an electronic document management framework in 2 peacekeeping missions
- 4 technical assessments, in collaboration with the Department of Public Information, of public information requirements in peacekeeping operations undergoing significant adjustments and/or facing specific public information challenges
- Code cables of 13 peacekeeping missions, from 2009 until present, are captured into a document repository for code cables specific to peacekeeping operations
- 1 briefing to the Special Committee on Peacekeeping Operations on new and developing policies and procedures on safety, security and organizational resilience issues
- 10 inputs on the peacekeeping dimension of security risk management in policies and procedures developed by the Inter-Agency Security Management network
- 1 field safety training course and 1 organizational resilience training course for participants from peacekeeping operations
- Guidance to all peacekeeping operations on digital communications and the use of social media

External factors

Member States will provide the political support and capacity necessary for the implementation of mission mandates; peacekeeping partners and other entities will provide the necessary support

(b) Human resources requirements

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2014/15*	*Change*
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	2	–	–	–	2	–
D-1	2	–	–	–	2	–
P-5	7	–	–	–	7	–
P-4	12	–	1	–	13	1
P-3	21	–	–	–	21	–
P-2/P-1	4	–	–	–	4	–
Subtotal	**48**	**–**	**1**	**–**	**49**	**1**
General Service and related						
Principal level	2	–	–	–	2	–
Other level	24	–	1	–	25	1
Subtotal	**26**	**–**	**1**	**–**	**27**	**1**
Total	**74**	**–**	**2**	**–**	**76**	**2**
General temporary assistance positions						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	1	–	(1)	–	–	(1)
P-3	–	–	–	–	–	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**1**	**–**	**(1)**	**–**	**–**	**(1)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	(1)	–	–	(1)
Subtotal	**1**	**–**	**(1)**	**–**	**–**	**(1)**
Total	**2**	**–**	**(2)**	**–**	**–**	**(2)**
Grand total	**76**	**–**	**–**	**–**	**76**	**–**

(c) Justification of posts

Front office of the Chief of Staff

Conversion of two general temporary assistance positions (1 P-4 Organizational Resilience Officer and 1 GS (OL) Administrative Assistant) to posts

51. The approved staffing establishment of the Office of the Chief of Staff comprises 16 posts (1 D-2, 2 P-5, 3 P-4, 4 P-3 and 6 GS (OL)) and two general temporary assistance positions, of Organizational Resilience Officer (P-4) and Administrative Assistant (GS (OL)), funded from the support account. These two temporary positions have been approved by the General Assembly since July 2010.

52. The Organizational Resilience Management System, approved by the General Assembly in its resolution 67/254 in June 2013, provides a framework for the standardization, integration, training, implementation and continuous improvement with regard to field mission emergency preparedness, response and recovery plans in the areas of crisis management, business continuity, information technology disaster recovery, medical emergency preparedness, security and staff/victim support. The organizational resilience management approach is a means to eliminate or reduce unnecessary or undesirable emergency planning and resource redundancy and improve field operations' preparedness before and response and recovery after a critical incident of any type. Organizational resilience management builds upon previous work on business continuity and medical preparedness carried out by the Organization.

53. The Department of Safety and Security has led efforts to develop an overarching crisis response structure, while the Department of Management has led those to develop business continuity plans and programmes. In 2013, the Headquarters Senior Emergency Policy Team approved a policy prescribing the adoption of the system at Headquarters and in peacekeeping operations. Those efforts provide the chapeau under which the Departments develop their respective crisis response and business continuity plans and programmes. While the Department of Management and the Department of Safety and Security establish the overall structure for crisis response and business continuity, DPKO and DFS are responsible for implementing the system in their Departments and for engaging with field operations that they lead or support in order to oversee the development and integration of field operation and departmental organizational resilience plans and ensure that they are compliant and integrated with broader Secretariat policies and systems. These plans include the resolution of such issues as the contingency chain of command, decisions regarding contingency locations, the identification of critical and essential immediate- and medium-term functions and the designation of staff to perform them, and the identification and establishment of required delegations of decision-making authority and the appropriate contingency transfer of financial and administrative authority, as well as the required training and accountability mechanisms.

54. All field operations are required to implement organizational resilience management. To assist those operations, the Organizational Resilience Officer (P-4), assisted by the Administrative Assistant (GS (OL)), in close collaboration with relevant staff and sections of both DPKO and DFS, reviews plans, identifies required areas of integration and redundancy, oversees and assesses field operation exercises and identifies lessons learned for further dissemination. To continually

assist field operations with the development and implementation of organizational resilience management, the Organizational Resilience Officer delivers training courses on the subject to field mission focal points and provides direct on-site assistance, following processes adopted over the past three years for the development, implementation and exercise of business continuity planning. Within the Secretariat, the implementation of organizational resilience management has begun at Headquarters; preparations for implementation in the field took place in 2011/12, with actual implementation in the field carried out in 2012/13 and continuing thereafter. As organizational resilience plans must be continually reviewed and updated to reflect changing operational conditions, there is a continuing long-term need for these functions.

55. Accordingly, it is proposed that the two general temporary assistance positions, of Organizational Resilience Officer (P-4) and Administrative Assistant (GS (OL)), be converted to posts, given the continuous nature of their functions.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2012/13)	Apportionment (2013/14)	Cost estimates (2014/15)	Variance	
				Amount	Percentage
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	10 681.4	11 546.1	11 920.3	374.2	3.2
II. Non-post resources					
General temporary assistance	594.5	588.9	281.8	(307.1)	(52.1)
Official travel	476.7	425.9	555.3	129.4	30.4
Facilities and infrastructure	562.4	669.8	626.0	(43.8)	(6.5)
Communications	1 990.3	1 656.8	808.5	(848.3)	(51.2)
Information technology	7 340.7	1 991.6	1 862.0	(129.6)	(6.5)
Other supplies, services and equipment	293.9	334.6	319.2	(15.4)	(4.6)
Subtotal, II	**11 258.5**	**5 667.6**	**4 452.8**	**(1 214.8)**	**(21.4)**
Total	**21 939.9**	**17 213.7**	**16 373.1**	**(840.6)**	**(4.9)**

(e) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$11 920.3	$374.2	3.2%

56. The provision would cover the salaries, common staff costs and staff assessments for the 76 proposed posts. The higher requirements are attributable to the proposed conversion of two general temporary assistance positions to posts, offset by the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

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[1] Resource requirements are expressed in thousands of United States dollars.

	Cost estimates	*Variance*	
General temporary assistance	$281.8	($307.1)	(52.1%)

57. The provision would cover the salaries, common staff costs and staff assessments for the replacement of staff on maternity or sick leave (12 person-months for the Professional category and 12 person-months for the General Service (Other level) category). The lower requirements are attributable to the proposed conversion of two general temporary assistance positions to posts.

	Cost estimates	*Variance*	
Official travel	$555.3	$129.4	30.4%

58. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessments/ consultation	316 800	10 visits to peacekeeping operations to review progress and provide direction to mission leadership on issues related to the implementation of mission mandates 5 reports that make recommendations on systemic issues that impact the delivery of mandates by United Nations peacekeeping missions 4 technical assessments, in collaboration with the Department of Public Information, of public information requirements in peacekeeping operations undergoing significant adjustments and/or facing specific public information challenges
Technical support	135 500	5 visits to peacekeeping operations to provide technical support to joint operations centres and joint mission analysis centres 1 field safety training course and 1 organizational resilience training course for participants from peacekeeping operations 1 briefing to the Special Committee on Peacekeeping Operations on new and developing policies and procedures on safety, security and organizational resilience issues
Seminars/conferences/workshops	103 000	10 inputs on the peacekeeping dimension of security risk management in policies and procedures developed by the Inter-Agency Security Management Network
Total	**555 300**	

59. The amount of $316,800 is proposed for travel to undertake the following mission planning/assessment/consultation activities: engaging with senior leadership in peacekeeping missions ($117,700); supporting the DPKO/DFS staff exchange programme between Headquarters and the field, in which three staff members from Headquarters would serve in peacekeeping operations for a period of three months

while four corresponding staff members from the missions would serve at Headquarters ($90,200); assisting in identifying gaps that have an impact on the delivery of mandates in peacekeeping missions with regard to the peacekeeping strategic partnership ($64,200); and strengthening public information capacity in field operations ($44,700).

60. The amount of $135,500 is proposed for travel to undertake the following technical support activities: supporting the implementation of the policies with regard to security, occupational safety and organizational resilience/crisis management in peacekeeping missions ($53,000); and providing support to joint operations centres and joint mission analysis centres and ensuring the situational awareness of DPKO and DFS with regard to all peacekeeping operations ($82,500).

61. The amount of $103,000 is proposed for travel to participate in the following seminars/conferences/workshops: participation of DPKO in various conferences/seminars in Africa, Europe and North America with regional groups, organizations and other entities ($71,800); and plenary and steering group sessions of the Inter-Agency Security Management Network ($31,200).

62. The higher requirements are attributable to the activities of the new Office of the Director, Strategic Peacekeeping Partnership.

	Cost estimates	*Variance*	
Facilities and infrastructure	$626.0	($43.8)	(6.5%)

63. The amount of $626,000 is proposed to provide for charges for office supplies centrally administered by the Executive Office on behalf of both DPKO and DFS ($437,000); the Departments' share of the standard managed output service for printers and photocopiers ($160,000); and the rental of premises under a service agreement for the Partnerships Team of the Policy, Evaluation and Training Division to share office space with UNDP in Brussels ($29,000).

64. The lower requirements are attributable to the fact that non-recurring costs associated with the backstopping capacity for MINUSMA, for which a provision was made in the 2013/14 budget, will not be required in 2014/15.

	Cost estimates	*Variance*	
Communications	$808.5	($848.3)	(51.2%)

65. The amount of $808,500 is proposed to provide for charges centrally administered by the Executive Office on behalf of both DPKO and DFS, for commercial communications services associated to mobile devices ($451,700) and desktop phones ($356,800), estimated on the basis of standard rates derived from past expenditure trends and planned usage.

66. The lower requirements are attributable to efforts made to reduce costs in connection with the use of mobile phones and to the fact that non-recurring costs associated with the backstopping capacity for MINUSMA, for which a provision was made in the 2013/14 budget, will not be required in 2014/15.

	Cost estimates	Variance	
Information technology	$1 862.0	($129.6)	(6.5%)

67. The amount of $1,862,000 is proposed to provide for charges centrally administered by the Executive Office on behalf of both DPKO and DFS, for the maintenance and repair of information technology equipment based on the standard service-level agreement established by OICT, in the amount of $1,382,000; the acquisition of standard information technology equipment, including new and replacement desktop and laptop computers, for both Departments ($155,400); and the Departments' support account share ($324,600) of central information technology infrastructure costs at Headquarters (information storage and backup, application hosting, departmental servers and other services) as derived from past expenditure patterns.

68. The lower requirements are attributable to the fact that non-recurring costs associated with the backstopping capacity for MINUSMA, for which a provision was made in the 2013/14 budget, will not be required in 2014/15 and to the transition from various network printers and leased copy machines to one managed output service for all printing and photocopying needs.

	Cost estimates	Variance	
Other supplies, services and equipment	$319.2	($15.4)	(4.6%)

69. The amount of $319,200 is proposed for subscriptions to various magazines, books, journals and periodicals and for online advertising in respect of external recruitment ($231,200); the uploading of web content to the peacekeeping website and its translation into the six official languages, pursuant to General Assembly resolution 65/311 ($70,000); and common services costs under a service agreement for the Partnerships Team to share office space with UNDP in Brussels ($18,000).

2. Office of Operations

(a) Results-based-budgeting framework

70. The mandate of the Office of Operations was established by the General Assembly in its resolution 47/71. The functions of the Office are set out in the Secretary-General's bulletin on the organization of DPKO (ST/SGB/2010/1).

71. The Office comprises four regional divisions: the Africa I Division, the Africa II Division, the Asia and Middle East Division and the Europe and Latin America Division. The regional divisions would include a total of nine integrated operational teams — UNMISS/UNISFA, UNAMID, Great Lakes, West Africa, Asia, Middle East and Western Sahara, Europe, Haiti and a proposed dedicated integrated operational team for MINUSMA.

72. The priorities of the Office of Operations are to: undertake strategic planning, develop integrated strategies and provide strategic direction on cross-cutting, mission-specific and political issues; deliver day-to-day integrated operational support to new and ongoing peacekeeping operations, including guidance on policy and operational issues; devise, promote agreement on and implement integrated solutions to the political and operational challenges of peacekeeping operations and

support them vis-à-vis the parties to the conflict and other interested stakeholders; engage with Member States, in particular members of the Security Council and troop- and police-contributing countries, and other relevant groups on issues of concern; lead the integrated assessment and planning process for new operations and coordinate adjustments and transitions in existing operations, including consolidation and exit strategies; and ensure the unity of command and integration of effort of DPKO and DFS in terms of the political direction, planning and operational management of peacekeeping missions, through the provision of an overall political, strategic and operational framework, in particular through the integrated operational teams.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions incorporate recommendations aimed at establishing peacekeeping operations or making major adjustments to existing peacekeeping operations and the support to AMISOM (2012/13: 100 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)
	1.2 100 per cent of reports of the Secretary-General to the Security Council reflect briefings with troop-contributing countries and Member States (2012/13: 100 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)

Outputs

- 40 multidimensional substantive reports of the Secretary-General to the Security Council
- 40 letters from the Secretary-General to the President of the Security Council
- 160 substantive advisory notes for briefings to and engagement with Member States and peacekeeping partners
- 40 consultations with troop- and police-contributing countries providing updates on political and operational developments in all peacekeeping operations
- 60 oral briefings and 51 weekly briefing notes to the Security Council on peacekeeping issues, including updates on political and operational developments in all peacekeeping operations and those related to support for AMISOM
- Briefings/consultations in response to all requests by the General Assembly, permanent missions, agencies, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues, including updates on political and operational developments in all peacekeeping operations and those related to support for AMISOM

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Fulfilment of Security Council time requirements for the establishment of new or the adjustment of existing peacekeeping operations (2012/13: 100 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)

Outputs

- 4 integrated concepts of operations, in line with Security Council mandates, for new and existing peacekeeping operations requiring significant adjustments

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 100 per cent of peacekeeping operations in integrated settings have up-to-date integrated strategic frameworks or equivalent frameworks (2012/13: not applicable; 2013/14: not applicable; 2014/15: 100 per cent) 3.2 100 per cent of peacekeeping operations fulfil major milestones as defined in and mandated by Security Council resolutions (2012/13: not applicable; 2013/14: not applicable; 2014/15: 100 per cent)

Outputs

- Integrated guidance to all peacekeeping operations on strategic, policy and political operational matters
- Progress reviews against priority results identified in integrated strategic frameworks, including challenges and recommendations, completed for all established integrated missions or missions in integrated settings, in collaboration with field presences
- 4 integrated strategic assessment reports on peacekeeping operations to review and make recommendations on mission concepts, as well as approaches, challenges or opportunities in the area of mandate implementation
- 25 integrated technical assessments and/or issue-specific assessment visits, which form inputs to or result in reports that provide overall guidance on and assist peacekeeping operations and support for AMISOM with planning and mandate implementation issues
- 1 workshop on integrated assessment and planning for at least 30 field and Headquarters personnel, conducted jointly with other departments and agencies, funds and programmes
- 1 workshop for heads of political affairs of all peacekeeping operations
- 4 advisory notes on United Nations/African Union strategic cooperation in peacekeeping, including the operationalization of the African Peace and Security Architecture
- 1 comprehensive analysis and lessons learned on cooperation between the United Nations and the African Union/regional economic communities, in coordination with UNOAU and the Department of Political Affairs

External factors

Parties to the conflict cooperate and are willing to resolve their disputes peacefully; peacekeeping partners provide the necessary support; and the security environment permits the establishment or continuation of peacekeeping operations and support for AMISOM

(b) Human resources requirements

Category	Approved staffing 2013/14	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/ positions proposed	Total proposed 2014/15	Change
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	1	–	–	–	1	–
D-1	4	–	1	–	5	1
P-5	10	–	1	–	11	1
P-4	21	–	–	–	21	–
P-3	13	–	–	–	13	–
P-2/P-1	5	–	–	–	5	–
Subtotal	**54**	–	**2**	–	**56**	**2**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	20	–	–	–	20	–
Subtotal	**20**	–	–	–	**20**	–
Total	**74**	–	**2**	–	**76**	**2**
General temporary assistance positions[a]						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	1	–	(1)	–	–	(1)
P-5	1	–	(1)	–	–	(1)
P-4	–	–	–	–	–	–
P-3	–	–	–	–	–	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**2**	–	**(2)**	–	–	**(2)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	–	–	–	–	–	–
Subtotal	–	–	–	–	–	–
Total	**2**	–	**(2)**	–	–	**(2)**
Total posts and positions	**76**	–	–	–	**76**	–

[a] Includes two general temporary assistance positions approved for MINUSMA in 2013/14, pursuant to General Assembly resolution 68/259

(c) Justification of posts

Office of the Assistant Secretary-General

Renaming of the existing Integrated Mission Planning Process Unit under the Office of the Assistant Secretary-General as the "Integrated Assessment and Planning Unit"

73. The approved staffing establishment of the Office of the Assistant Secretary-General comprises eight posts (1 P-5, 3 P-4, 1 P-3 and 3 GS (OL)), distributed across the front office, the Integrated Mission Planning Process Unit and the African Union Peacekeeping Support Team. The Integrated Mission Planning Process Unit was established in 2008 in support of the development and implementation of the integrated mission planning process throughout Headquarters and the field. The Unit has contributed in delivering the core functions of the Office of the Assistant Secretary-General to provide advice on and facilitate the implementation of key policies, including the integrated mission planning process, and ensuring that related technical guidance and training capacity are provided.

74. Following the comprehensive review led by the Unit, the new policy on integrated assessment and planning was approved by the Secretary-General on 9 April 2013. This new policy replaced the integrated mission planning process as the basic policy framework for the joint conduct of integrated assessments and planning by the United Nations system in settings where the United Nations is deploying or has deployed a multidimensional peacekeeping or special political mission alongside a country team. The new policy also applies to all departments, agencies, funds and programmes. The main difference between the new policy and the previous policy framework is its scope: the new policy focuses on United Nations-wide responses in conflict and post-conflict situations, which contrasts with the mission-centric scope of the previous policy guidelines.

75. In this regard, it is proposed that the Unit be renamed the "Integrated Assessment and Planning Unit", in accordance with the title of the new policy. The Unit has contributed to delivering the core functions of the Office of the Assistant Secretary-General to advise on and facilitate the implementation of policies for integrated mission review planning, and also to ensuring that related technical guidance and training capacity are provided.

Africa II Division

76. The approved staffing establishment of the Africa II Division comprises 21 posts (1 D-2, 2 D-1, 2 P-5, 6 P-4, 5 P-3, 1 P-2 and 4 GS (OL)) and two general temporary assistance positions funded from the support account, distributed across the Headquarters Somalia Coordination and Planning Team and two integrated operational teams — West Africa and Great Lakes. The Africa II Division provides political and strategic direction and day-to-day operational support to MONUSCO and to peacekeeping operations located in West Africa (UNMIL, UNOCI and MINUSMA) and provides contingency planning for a possible United Nations peacekeeping operation in Somalia.

Somalia Coordination and Planning Team

Redeployment of the Somalia Coordination and Planning Team and its four posts (1 D-1 Principal Officer, 1 P-4 Political Affairs Officer, 1 P-3 Political Affairs Officer, 1 GS (OL) Team Assistant) to the Office of the Director in the Africa I Division

77. The Somalia Coordination and Planning Team implements specialized mandates of DPKO with regard to Somalia distinct from those of the Department of Political Affairs and DFS, including: (a) contingency planning for a future United Nations peacekeeping operation; (b) support for the African Union Commission in its planning and management of AMISOM through the Team's strategic oversight and guidance provided to UNOAU, which directly engages with the African Union Commission in Addis Ababa; (c) technical advice and support for the special political mission UNSOM in areas of DPKO expertise; and (d) the provision of the naval focal point for maritime security.

78. DPKO serves as the focal point on military naval operations against piracy off the coast of Somalia within the Secretariat's counter-piracy coordination mechanism. The Team provides technical naval and maritime security expertise in support of regional capacity-building efforts through the Secretariat's counter-piracy mechanism, and shares information on issues related to maritime security. The Team leads and coordinates integrated planning for United Nations activity on the peace and security and peacekeeping tracks in Somalia, and carries out the mandated activities listed above in support of the integrated Secretariat approach on Somalia through the integrated assessment and planning process chaired by DPKO, within the framework of the Integrated Task Force for Somalia, chaired by the Department of Political Affairs.

79. Following a review of the distribution of the workload among the four regional Divisions of the Office of Operations, and in particular between the two Africa Divisions, it was concluded that the Team should be maintained to implement the DPKO mandate on Somalia, in line with the integrated United Nations strategy for Somalia and the relevant resolutions of the Security Council, and that the Team should be redeployed to the Africa I Division as a whole in order to ensure the effective management of the two Divisions and delivery of the DPKO mandate on Somalia.

80. In implementing the recommendations of a joint mission co-led with the African Union, the objective of which was to conduct an operational review of AMISOM and to establish benchmarks for the eventual deployment of a United Nations peacekeeping operation, in which the Somalia Coordination and Planning Team played a key role, the Team is expected to redouble its efforts in support of the planning, deployment and strategic management of AMISOM through the African Union Commission and in supporting the rebuilding of Somali security institutions, with a view to developing a joint strategy for reinvigorating the security effort and creating conditions conducive to the eventual deployment of a United Nations peacekeeping operation and handover of security responsibilities to national authorities. The Team would continue to work closely with the African Union, the Department of Political Affairs, UNOAU, UNSOM, UNSOA and other relevant partners in supporting the implementation of the recommendations as approved by the Security Council in its resolution 2124 (2013). This includes: (a) the monitoring of and regular reporting on the attainment of the benchmarks defined for the eventual deployment of a United Nations peacekeeping operation as part of the

Secretary-General's strategic vision for Somalia; (b) the review of the AMISOM concept of operations, as required; (c) preparation and assistance with respect to the delivery of support for the Somali National Army; and (d) the development of a support strategy for the Somali National Police Force in the context of a federal vision. The Team would also continue to support, together with the Department of Political Affairs and the Department of Safety and Security, the establishment of a guard unit, as required, and would continue to provide critical support to UNSOM pursuant to Security Council resolution 2102 (2013).

West Africa Integrated Operational Team

Conversion of two general temporary assistance positions (1 D-1 Team Leader, 1 P-5 Political Affairs Officer — MINUSMA) to posts

Redeployment of one post (1 P-4 Political Affairs Officer) from the West Africa Integrated Operational Team to a proposed new integrated operational team dedicated to Mali

81. The approved staffing establishment of the West Africa Integrated Operational Team comprises six posts (1 P-4, 3 P-3 and 2 GS (OL)) and two general temporary assistance positions, of Team Leader (D-1), and Political Affairs Officer (P-5), funded from the support account. Furthermore, three general temporary assistance positions that form part of the Team are specialists and are reflected in the approved staffing establishment and financial resources of their respective parent Offices: the Office of Military Affairs, the Office of Rule of Law and Security Institutions, and the Office of the Under-Secretary-General of DFS. These five general temporary assistance positions were approved by the General Assembly in its resolution 68/259 for the backstopping of MINUSMA.

82. In order to address the increased demands on the Department's planning capacity regarding the operation in Mali, one Political Affairs Officer (P-4) from the West Africa Integrated Operational Team and one Political Affairs Officer (P-3) and a Team Assistant (GS (OL)) from the Europe and Latin America Division have been temporarily assigned to provide backstopping support for MINUSMA. The proposal to continue these measures is presented in the paragraphs below. In addition, for the reasons explained in paragraph 19 above, it is proposed that the two general temporary assistance positions of Team Leader (1 D-1) and Senior Political Affairs Officer (1 P-5), approved for the backstopping of MINUSMA, be converted to posts, and that one post of Political Affairs Officer (1 P-4) from the West Africa Integrated Operational Team be redeployed, to form an integrated operational team dedicated to Mali.

83. The core functions of the Mali Integrated Operational Team would be to serve as a principal entry point for political and operational issues related to the planning and conduct of MINUSMA. The Team would provide and coordinate day-to-day political and integrated operational guidance and support on the issues that cut across specialized functions. These activities would include: (a) implementing political and integrated Mission strategies in support of mandate implementation; (b) addressing and ensuring the resolution of operational issues and monitoring the implementation of relevant Mission plans; and (c) providing support for the integrated review of the operational resource requirements. The Team would also be responsible for developing overarching integrated strategies, including by convening and chairing the Mali Integrated Task Force and coordinating with other

offices within DPKO and DFS as well as with other departments, agencies, funds and programmes and regional entities. The Team would lead the integrated assessment and planning process for Mali through the provision of overall political, strategic and operational frameworks, the development of options for courses of action, leadership of assessment missions to the field, liaison and coordination with relevant partners and Member States, and the coordination and integration of inputs on a variety of documents, as well as the fulfilment of reporting obligations of the Secretary-General to the Security Council for MINUSMA, including the review of the results-based-budgeting frameworks of the Mission's budgets.

Europe and Latin America Division

Redeployment of two posts (1 P-3 Political Affairs Officer, 1 GS (OL) Team Assistant) from the Haiti Integrated Operational Team to the Africa II Division (Mali Integrated Operational Team)

84. The approved staffing establishment of the Europe and Latin America Division comprises 12 posts (2 P-5, 4 P-4, 1 P-3, 1 P-2 and 4 GS (OL)) funded from the support account, distributed across two integrated operational teams — Europe and Haiti. The Division provides political and strategic direction and day-to-day operational support to peacekeeping operations located in Europe (UNMIK and UNFICYP) and Haiti (MINUSTAH).

85. In order to address the increased demands on the Department's planning capacity regarding the operations in Mali, it is proposed that one post of Political Affairs Officer (1 P-3) and one post of Team Assistant (GS (OL)) from the Haiti Integrated Operational Team be redeployed to form an integrated operational team dedicated to Mali, as explained in paragraph 82 above.

Asia and Middle East Division

Redeployment of one post (1 P-5 Senior Political Affairs Officer) from the Asia Integrated Operational Team to the Office of the Assistant Secretary-General

86. The approved staffing establishment of the Asia and Middle East Division comprises 18 posts (1 D-1, 3 P-5, 3 P-4, 4 P-3, 2 P-2 and 5 GS (OL)) funded from the support account, distributed across two integrated operational teams — Asia and the Middle East and Western Sahara. The Division provides political and strategic direction and day-to-day operational support to peacekeeping operations located in Asia (UNMOGIP, funded from the regular budget), the Middle East and Western Sahara (UNTSO, funded from the regular budget, UNDOF, UNIFIL and MINURSO).

87. Over the past year, DPKO has undergone major planning exercises for: the deployment of a new mission in Mali; surge deployments in MONUSCO, UNISFA and UNMISS; consolidation in MINUSTAH, UNAMID, UNIFIL, UNMIL and UNOCI; and the provision of expanded support for AMISOM. These processes required very complex coordination and consultation among various internal and external partners, including regional organizations. DPKO will continue to undertake and intensify various planning processes in the 2014/15 period, including the intensified contingency planning for the Central African Republic. In this regard, there is an urgent need to reflect upon the experiences of the Department's recent

planning exercises and provide necessary cross-cutting and planning support to the respective teams in the regional divisions.

88. Accordingly, it is proposed that one post of Senior Political Affairs Officer (P-5) be redeployed from the Asia Integrated Operational Team, formerly supporting UNMIT, to the front office of the Assistant Secretary-General to be tasked with improving the Department's planning capacity and coordination with DFS on planning matters, in order to deliver adequate and timely options and advice to the Security Council. These tasks include: (a) developing a planning checklist based on the recent experiences; (b) compiling critical lessons learned in the establishment of new missions under intense security conditions; (c) providing necessary information and background materials to the issue-specific planning teams at their request; (d) providing a ready surge planning capacity; and (e) providing any additional support for the work of the Office of the Assistant Secretary-General. The first two tasks will require intensive consultations and interviews at various levels, including through the organization of workshops and conferences, which can be led only by an experienced officer at the P-5 level. In the absence of the redeployment, the lack of application of comprehensive and consolidated lessons learned from the recent planning and start-up initiatives may have a negative impact on the work of the Office. Furthermore, the proposed functions are additional requirements that cannot be met by the existing resources allocated to the Office.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2012/13)	*Apportionment (2013/14)*	*Cost estimates (2014/15)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	11 893.2	12 407.7	13 059.2	651.5	5.3
II. Non-post resources					
General temporary assistance	–	492.8	–	(492.8)	(100.0)
Official travel	791.6	679.8	705.6	25.8	3.8
Subtotal, II	**791.6**	**1 172.6**	**705.6**	**(467.0)**	**(39.8)**
Total	**12 684.8**	**13 580.3**	**13 764.8**	**184.5**	**1.4**

(e) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$13 059.2	$651.5	5.3%

89. The provision would cover the salaries, common staff costs and staff assessments for the 76 proposed posts. The higher requirements are attributable to the proposed conversion of two general temporary assistance positions to posts, offset by the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	Variance	
General temporary assistance	–	($492.8)	(100.0%)

90. The variance reflects the proposed conversion of two general temporary assistance positions to posts.

	Cost estimates	Variance	
Official travel	$705.6	$25.8	3.8%

91. The official travel requirements are described below.

Type of travel	*Amount*	*Output reference*
Mission planning/assessments/ consultation	686 700	Briefings/consultations in response to all requests by the General Assembly, permanent missions, agencies, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues, including updates on political and operational developments in all peacekeeping operations and support for AMISOM Integrated guidance to all peacekeeping operations on strategic, policy and political operations matters 4 integrated strategic assessment reports on peacekeeping operations to review and make recommendations on mission concepts, as well as approaches, challenges or opportunities in the area of mandate implementation 25 integrated technical assessments and/or issue-specific assessment visits, which form inputs to or result in reports that provide overall guidance on and assist peacekeeping operations and support for AMISOM with planning and mandate implementation issues 1 comprehensive analysis, including lessons learned, on cooperation between the United Nations and the African Union/regional economic communities, in coordination with UNOAU and the Department of Political Affairs
Seminars/conferences/workshops	18 900	Integrated guidance to all peacekeeping operations on strategic, policy and political operations matters Briefings/consultations in response to all requests by the General Assembly, permanent missions, agencies, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues, including updates on political and operational developments in all peacekeeping operations and support for AMISOM
Total	**705 600**	

92. The amount of $686,700 is proposed for travel to undertake the following mission planning/assessment/consultation activities: participation of the integrated operational teams in reviews and assessments of progress made on the ground by

peacekeeping operations with respect to mandate tasks and provision of strategic guidance on policy matters ($545,800); to assist in the planning of AMISOM operations, including by attending key international conferences on Somalia ($34,700); and political consultations on peacekeeping operations in all regions with United Nations, non-United Nations and national stakeholders, the African Union, the European Union, the Bretton Woods institutions and government authorities ($106,200).

93. The amount of $18,900 is proposed for travel to participate in the African Union summit, where DPKO leadership would undertake strategic and politically sensitive discussions and provide technical expertise to the African Union Commission, States members of the African Union and the regional economic communities on operational and strategic matters related to peacekeeping, and the United Nations-African Union Joint Task Force at the margins of the summit.

94. The higher requirements are attributable primarily to the need to provide adequate support to MINUSMA.

3. Office of Military Affairs

(a) Results-based-budgeting framework

95. The mandate of the Office of Military Affairs was established by the General Assembly in its resolution 61/279. The roles and responsibilities of the Office are set out in the Secretary-General's bulletin on the organization of DPKO (ST/SGB/2010/1).

96. The Office of Military Affairs comprises the Office of the Military Adviser, the Current Military Operations Service, the Force Generation Service and the Military Planning Service.

97. With a view to enhancing the effectiveness of military activities in peacekeeping, the core tasks of the Office are: to provide technical advice to the heads of military components and oversight, including the analysis of specific military plans and operations; to assess potential threats to military operations; to support, monitor and guide all military components in peacekeeping operations; to develop relevant military policy and guidance documents; and to maximize military capability and its timely deployment to peacekeeping operations. The Office will continue to improve dialogue with Member States and regional organizations in order to further strengthen its partnerships and enhanced contributions to peacekeeping, including through its contribution to the implementation of the operational aspects with regard to the recommendations of the Senior Advisory Group (see General Assembly resolution 67/261).

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions incorporate 90 per cent of recommendations on military issues in establishing potential peacekeeping operations or adjusting existing peacekeeping operations (2012/13: 80 per cent; 2013/14: 80 per cent; 2014/15: 90 per cent)

Outputs

- 8 presentations to Member States, regional organizations and peacekeeping institutes on contributions to peacekeeping, enhanced effectiveness of peacekeeping operations, the protection of civilians and evolving operational requirements, to encourage support for strategic and operational courses of action in peacekeeping operations
- 33 briefings, requested by the Security Council, on new or anticipated developments, crisis situations and changes to the mandate of peacekeeping
- 10 strategic analysis reports on the military aspects of significant operational developments in peacekeeping operations and on evolving conflict areas
- 26 briefings to troop-contributing countries on the military aspects of peacekeeping operations, anticipated developments, crisis situations, threat and risk assessments, changes of mandate, capability studies, operations and plans, rules of engagement, statement of force and unit requirements and force generation, and operational aspects of the implementation of the recommendations of the Senior Advisory Group (see resolution 67/261)

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Military plans for new or significantly adjusted peacekeeping operations prepared within 7 days of the adoption of the relevant Security Council resolution (2012/13: 7 days; 2013/14: 7 days; 2014/15: 7 days) 2.2 Headquarters military personnel are prepared for deployment to peacekeeping operations established within 15 days of a Security Council resolution or related decision (2012/13: 15 days; 2013/14: 15 days; 2014/15: 15 days)

Outputs

- 5 strategic military concepts of operations, statement of force requirements and rules of engagement for new or significantly adjusted peacekeeping operations
- 3 military advisory briefings to existing, emerging and new troop-contributing countries on specific operational requirements for new or significantly adjusted peacekeeping operations
- Deployment of a military support team/nucleus to new and existing missions for up to 90 days

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Implementation by peacekeeping operations of 100 per cent of military-related recommendations from end-of-assignment, after-conference/action reports, visits and study and assessment reports endorsed by the Under-Secretary-General for Peacekeeping Operations (2012/13: 91 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)

Outputs

- 14 strategic or oversight assessment reports of military components of peacekeeping operations
- 9 predeployment and assessment reports of troop-contributing country capacities
- 12 updated threat assessments reports for military operations in peacekeeping settings
- 1 conference of heads of military components of missions
- 11 manuals on capability standards for 11 military units deployed to peacekeeping operations and 2 sets of guidelines on national support elements and on operational advisory issues
- Establishment of a staff talks mechanism and 4 sets of joint minutes for a development agenda, with ASEAN, the African Union, NATO and the Organization for Security and Cooperation in Europe, and 1 set of joint minutes for an action plan with the European Union, on military partnership issues

External factors

Member States will contribute the required military personnel and materiel to peacekeeping operations in a timely manner to effect deployment; and parties to conflicts in areas of peacekeeping operations will cooperate with the United Nations

(b) Human resources requirements

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2014/15*	*Change*
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	1	–	–	–	1	–
D-1	1	–	–	–	1	–
P-5	10	–	–	–	10	–
P-4	85	–	1	–	86	1
P-3	14	–	–	–	14	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**111**	**–**	**–**	**–**	**112**	**1**

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2014/15*	*Change*
General Service and related						
Principal level	–	–	–	–	–	–
Other level	17	–	2	–	19	2
Subtotal	**17**	**–**	**2**	**–**	**19**	**2**
Total	**128**	**–**	**3**	**–**	**131**	**3**
General temporary assistance positions[a]						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	2	(1)	(1)	–	–	(2)
P-3	–	–	–	–	–	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**2**	**(1)**	**(1)**	**–**	**–**	**(2)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	2	–	(2)	–	–	(2)
Subtotal	**2**	**–**	**(2)**	**–**	**–**	**(2)**
Total	**4**	**(1)**	**(3)**	**–**	**–**	**(4)**
Grand total	**132**	**(1)**	**–**	**–**	**131**	**(1)**

[a] Includes two general temporary assistance positions approved for MINUSMA in 2013/14, pursuant to General Assembly resolution 68/259.

(c) Justification of posts

Integrated Operational Team

Conversion of one general temporary assistance position (1 P-4 Military Liaison Officer-specialist — MINUSMA) to a post

98. The approved staffing establishment of the Office of Military Affairs comprises 10 specialist posts (4 P-5 and 6 P-4) and one specialist general temporary assistance position of Military Liaison Officer (P-4) funded from the support account, which support the integrated operational teams in the Office of Operations. As explained in paragraphs 19 and 81 to 83 above, it is proposed that the general temporary assistance position of Military Liaison Officer (P-4) for the backstopping

of MINUSMA be converted to a specialist post in the Office of Military Affairs to support the integrated operational teams in the Office of Operations.

Military Planning Service

Conversion of one general temporary assistance position (1 GS (OL) Team Assistant) to a post

99. The approved staffing establishment of the Military Planning Service comprises 32 posts (1 P-5, 26 P-4, 2 P-3 and 3 GS (OL)) and one general temporary assistance position of Team Assistant (GS (OL)), funded from the support account. The Military Planning Service is responsible for developing military strategic and operational plans for the military components of current and future peacekeeping operations, in close consultation with the Office of Operations and other relevant entities within the United Nations system.

Current Military Operations Service

Conversion of one general temporary assistance position (1 GS (OL) Team Assistant) to a post

100. The approved staffing establishment of the Current Military Operations Service comprises 21 posts (1 P-5, 17 P-4 and 3 GS (OL)) and one general temporary assistance position of Team Assistant (GS (OL)), funded from the support account. The Current Military Operations Service tracks the daily operations of the military components of ongoing field missions, monitors implementation of plans and provides advice and support to the headquarters of the military component in the field.

101. The rotation of seconded military officers, who normally serve an average of three years (one third of the officers on secondment rotate every year), results in the continued need for highly competent administrative assistance to provide support for all rotating staff within each Service. The workload involves the orientation of new officers regarding the standard United Nations procedures for correspondence, the drafting of reports, official travel and mandatory United Nations training. While the overall staffing plan and job opening campaigns are prepared by Administrative Officers, assistance is required in order to initiate, process, monitor, review and follow up on actions related to the administration of human resources activities. This includes the selection process, performance reviews and separation of staff, with the preparation of standard evaluation and interview reports, and the facilitation and preparation of competency-based interviews to ensure that a sufficient number of officers are ready to participate in interview panels. Service chiefs are also in need of highly trained administrative assistants for the provision of guidance on budget submissions, the compilation of performance reports, follow-up to the implementation of OIOS recommendations, the management of staffing tables and the tracking of travel funds.

102. Given the number of Professional staff who require administrative assistance (a ratio of 1:10 in the Military Planning Service and of 1:6 in the Current Military Operations Service) and the high level of administrative support required as a result of the rotational nature of the service provided by the seconded military officers, as well as the ongoing nature of the functions performed, it is proposed that the two general temporary assistance positions of Team Assistant (GS (OL)) be converted to

posts. These two temporary positions have been approved by the General Assembly since July 2010.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2012/13)	Apportionment (2013/14)	Cost estimates (2014/15)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	25 270.1	23 872.9	24 105.8	232.9	1.0
II. Non-post resources					
General temporary assistance	158.0	584.0	–	(584.0)	(100.0)
Official travel	622.8	526.5	553.0	26.5	5.0
Subtotal, II	**780.8**	**1 110.5**	**553.0**	**(557.5)**	**(50.2)**
Total	**26 050.9**	**24 983.4**	**24 658.8**	**(324.6)**	**(1.3)**

(e) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$24 105.8	$232.9	1.0%

103. The provision would cover the salaries, common staff costs and staff assessments for the 131 proposed posts. The higher requirements are attributable to the proposed conversion of three general temporary assistance positions to posts, offset by the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	Variance	
General temporary assistance	–	($584.0)	(100.0%)

104. The variance reflects the proposed conversion of three general temporary assistance positions to posts and the discontinuation of one general temporary assistance position.

	Cost estimates	Variance	
Official travel	$553.0	$26.5	5.0%

105. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessments/consultation	319 600	8 presentations to Member States, regional organizations and peacekeeping institutes on contributions to peacekeeping, enhanced effectiveness of peacekeeping operations, protection of civilians and evolving operational requirements, to encourage support for strategic and operational courses of action in peacekeeping operations 10 strategic analysis reports on the military aspects of significant operational developments in peacekeeping operations and on evolving conflict areas 5 strategic military concepts of operations, statement of force requirements, and rules of engagement for new or significantly adjusted peacekeeping operations 14 strategic or oversight assessment reports of military components of peacekeeping operations Establishment of staff talks mechanism and 4 joint minutes for a development agenda, with ASEAN, the African Union, NATO and the Organization for Security and Cooperation in Europe, and 1 set of joint minutes for an action plan with the European Union on military partnership issues
Technical support	193 000	3 military advisory briefings to existing, emerging and new troop-contributing countries on specific operational requirements for new or significantly adjusted peacekeeping operations 14 strategic or oversight assessment reports of military components of peacekeeping operations 9 predeployment and assessment reports on troop-contributing country capacities
Seminars/conferences/workshops	40 400	11 manuals on capability standards for 11 military units deployed to peacekeeping operations and 2 guidelines on national support elements and on operational advice
Total	**553 000**	

106. The amount of $319,600 is proposed for travel to carry out the following mission planning/assessments/consultation activities: discussing the various military aspects of peacekeeping operations with ASEAN, the Collective Security Treaty Organization, the European Union, NATO, OAS, ECOWAS and Member States in East Asia, with a view to strengthening partnerships and enhancing contributions to peacekeeping ($71,500); conducting technical assessment missions in peacekeeping missions to revise military concepts of operations, force requirements and rules of engagement ($106,900); and reviewing the missions' capability to assess requirements of military components ($141,200).

107. The amount of $193,000 is proposed for travel to undertake the following technical support activities: predeployment visits to review contributions pledged by troop-contributing countries and assist them with major equipment, self-sustainment and military personnel matters ($83,600); the provision of mission-specific advice,

including on operational matters and assistance to troop-contributing countries ($34,200); and the provision of oversight and strategic guidance to heads of military components of peacekeeping missions on military assessment-related aspects of peacekeeping operations, including crisis response, drawdown and the reconfiguration of military components and transitional issues ($75,200).

108. The amount of $40,400 is proposed for travel to participate in the following seminars/conferences/workshops: a conference of West Africa and Middle East Inter-Mission Force Commanders with senior officials of military components in the region, to hold wide-ranging discussions on topics related to military matters ($22,000) and with regard to the development of guideline materials for peacekeeping missions ($18,400).

109. The higher requirements are attributable primarily to increased strategic and operational requirements for military aspects of MINUSMA operations.

4. Office of Rule of Law and Security Institutions

(a) Results-based-budgeting framework

110. The mandate of the Office of Rule of Law and Security Institutions was established by the General Assembly in its resolution 61/279. The functions of the Office are set out in the Secretary-General's bulletin on the organization of DPKO (ST/SGB/2010/1).

111. The Office of Rule of Law and Security Institutions comprises the Office of the Assistant Secretary-General, the Police Division, the Mine Action Service, the Criminal Law and Judicial Advisory Service, the Disarmament, Demobilization and Reintegration Section and the Security Sector Reform Unit.

112. The Office of Rule of Law and Security Institutions will undertake a broad spectrum of activities mandated by the Security Council and the General Assembly to support peacekeeping operations and ensure a coordinated approach to the strengthening of the rule of law and security institutions. Together with UNDP, the Office represents the Department as co-lead of the global focal point arrangement for police, justice and corrections in post-conflict and other crisis situations and, as such, will give priority to increasing coherence and efficiency in delivering support to the field. The Office also leads other system-wide initiatives through inter-agency processes in the areas of disarmament, demobilization and reintegration; mine action; and security sector reform. Priority areas of engagement relating to peacekeeping include: coordinated programming; integrated strategic results and evidence-based planning, assessment and direction with regard to the rule of law and security institutions; the planning of and support for the transitioning of peacekeeping operations; regional and cross-cutting initiatives; the development of policy, technical guidance and training materials and the delivery of training programmes in specialized areas; the targeted recruitment of experts; and the development and deployment of rapidly deployable specialist capacities.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions reflect the activities to be carried out by police, judicial and corrections officers (2012/13: 100 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent) 1.2 Security Council resolutions incorporate specific recommendations by the Secretary-General on security sector reform, disarmament, demobilization and reintegration, mine action and explosive remnants of war in the establishment or adjustment of peacekeeping operations (2012/13: 100 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)

Outputs

- 30 presentations to Member States, intergovernmental bodies, groups of friends, regional groups and specialized institutions on the improved delivery of mandates in the field in the context of a partnership approach in the areas of the rule of law and security institutions
- Inputs to 48 reports of the Secretary-General and other documents issued by the Security Council and legislative bodies on police, justice and corrections, disarmament, demobilization and reintegration, mine action and/or security sector reform
- 48 briefings on peacekeeping operations to legislative bodies, Member States, intergovernmental bodies, groups of friends and troop- and police-contributing countries in the areas of: police (2[illegible]); justice and corrections (10); disarmament, demobilization and reintegration (10); and security sector reform (8), including on the operationalization of the global focal point arrangement for police, justice and corrections in post-conflict and other crisis situations
- 20 briefings to police-contributing countries, groups of friends and/or regional organizations on policy and training issues, special initiatives and/or cross-cutting police and other law enforcement matters in peacekeeping operations
- 6 briefing notes on developments in disarmament, demobilization and reintegration in field operations
- 1 multi-donor report on mine action covering activities in up to 10 field operations

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Initial deployment of police to new, adjusted or transitioning peacekeeping operations within 28 days of the adoption of the relevant Security Council resolution (2012/13: 30 days; 2013/14: 30 days; 2014/15: 28 days) 2.2 Initial deployment of justice and corrections capacities to new, adjusted or transitioning peacekeeping operations within 30 days of the adoption of the relevant Security Council resolution (2012/13: 45 days; 2013/14: 45 days; 2014/15: 30 days)

	2.3 Initial deployment of personnel specializing in mine action and security sector reform to adjusted or transitioning peacekeeping operations within 30 days of the adoption of the relevant Security Council resolution (2012/13: 30 days; 2013/14: 30 days; 2014/15: 30 days)

Outputs

- 8 briefings to Member States, agencies, funds and programmes, regional and subregional organizations and specialized institutions or organizations on the implementation of standing capacities, the provision of resources, the division of labour and the development of specialists and rapidly deployable capacities needed in the areas of the rule of law and security institutions, and on the global focal point arrangement for police, justice and corrections
- 14 technical or strategic support, review or assessment reports on the implementation of police, justice and corrections, and security sector reform activities of mandates, where applicable
- 11 end-of-assignment reports on lessons learned and best practices, as well as the identification of ongoing support (4 police, 3 justice and 3 corrections components) for new or existing peacekeeping operations
- 34 briefings/presentations to Member States on police issues in peacekeeping operations
- 2 outreach exercises aimed at multiple non-United Nations target groups related to generic job openings in the area of disarmament, demobilization and reintegration

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Police, justice, corrections, disarmament, demobilization and reintegration, security sector reform and mine action components reflected in 5 integrated mission plans (2012/13: 12; 2013/14: 5; 2014/15: 5)
	3.2 Vacancy rate for police in field operations reduced from 16 per cent to 15 per cent (2012/13: 18 per cent; 2013/14: 16 per cent; 2014/15: 15 per cent)
	3.3 Contingency mine action plans developed or updated for 3 peacekeeping operations (2012/13: 2; 2013/14: 2; 2014/15: 3)

Outputs

- 5 new or revised police operational plans, standard operating procedures and concepts of operations for 5 police components of peacekeeping operations
- Qualified instructors from 9 peacekeeping operations and assessed police officers and members (and equipment) of formed police units from 47 police-contributing countries
- 2 guidance materials and training tools for justice and corrections personnel

- 1 standard operating procedure, 1 study on lessons learned and/or 1 guidance note on key operational aspects of disarmament, demobilization and reintegration
- 6 co-chaired videoconferences with inter-agency groups on disarmament, demobilization and reintegration to develop guidance and share best practices and information
- 1 pilot training course for 25 police planners of peacekeeping operations
- 1 guidance material on security sector reform
- 2 technical assessment missions to provide technical assistance to field operations in the areas of physical security, stockpile management and improvised explosive devices
- 1 conference of heads/senior officers of field-based security sector reform components to provide guidance, exchange information, share best practices, review strategic objectives and enhance coordination
- 14 technical or strategic support, review or assessment reports (7 justice and 7 corrections) on the implementation of rule-of-law mandates in peacekeeping operations
- 4 visits and 6 videoconferences to increase Standing Police Capacity service delivery to field missions
- 1 review report of the capability and service delivery alignment of the Standing Police Capacity to field missions

External factors

Member States, United Nations partners and other relevant entities will provide the support, coordination and collaboration required to implement mission mandates; and conditions on the ground in peacekeeping operations will allow assessment, assistance or support missions to be conducted

(b) Human resources requirements

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2014/15*	*Change*
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	2	–	–	–	2	–
P-5	9	–	–	–	9	–
P-4	41	–	4	1	46	5
P-3	25	–	2	2	29	4
P-2/P-1	–	–	–	–	–	–
Subtotal	**77**	**–**	**6**	**3**	**86**	**9**
General Service and related						
Principal level	–	–	–	–	–	–

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2014/15*	*Change*
Other level	17	–	–	–	17	–
Subtotal	**17**	**–**	**–**	**–**	**17**	**–**
Total	**94**	**–**	**6**	**3**	**103**	**9**
General temporary assistance positions[a]						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	5	–	(4)	–	1	(4)
P-3	3	(1)	(2)	–	–	(3)
P-2/P-1	–	–	–	–	–	–
Subtotal	**8**	**(1)**	**(6)**	**–**	**1**	**(7)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	–	–	–	–	–	–
Subtotal	**–**	**–**	**–**	**–**	**–**	**–**
Total	**8**	**(1)**	**(6)**	**–**	**1**	**(7)**
Grand total	**102**	**(1)**	**–**	**3**	**104**	**2**

[a] Includes five general temporary assistance positions approved for MINUSMA in 2013/14, pursuant to General Assembly resolution 68/259.

(c) Justification of posts

Police Division

Office of the Police Adviser

Establishment of three posts (1 P-4 Training Adviser, 1 P-3 Police Reform Officer and 1 P-3 Investigations Officer), to be abolished in the United Nations Logistics Base at Brindisi

113. The current staffing establishment of the Police Division comprises 57 posts (1 D-1, 5 P-5, 29 P-4, 13 P-3 and 9 GS (OL)) funded from the support account, of which six posts (1 D-1, 3 P-4 and 2 GS (OL)) are in the Office of the Police Adviser. The current staffing establishment of the Standing Police Capacity, which is based at and funded from UNLB, comprises 40 posts (1 D-1, 3 P-5, 16 P-4, 16 P-3, 2 FS and 2 NGS). The Standing Police Capacity, while located in Brindisi, reports to the Police Division in New York.

114. In 2008, in its audit report on the management of United Nations police operations, OIOS recommended that reporting lines and linkage of the Standing Police Capacity with the United Nations Police Division be reassessed. Also in 2008, in the report of the Panel of Experts on the Standing Police Capacity's first year of operation (A/63/630), the Panel noted that measures should be put in place to offset the lack of daily physical contact with the New York mission planning and management establishment. Furthermore, the Panel called upon the Secretary-General to maximize the use of existing resources in the Police Division by using personnel from the standing capacity more flexibly.

115. The Police Division is seeking to improve its ability to provide quality, timely support to the field by relocating the current functions and the associated resources of three posts of the Standing Police Capacity, currently located in UNLB and included in its budget, to Headquarters in the Office of the Police Adviser, and to expand the responsibilities of the approved functions to perform an additional liaison role. This liaison would be maintained with Headquarters entities, including the Integrated Training Service of DPKO, DFS, the Department of Political Affairs and the Standing Police Capacity, on issues such as the development of terms of reference, operational planning and deployment to the field. The increase in scope of responsibility would permit a continuous flow of information between New York and Brindisi and the provision of technical advice to the Police Adviser on how to increase and measure the effectiveness of the Standing Police Capacity. Furthermore, the Standing Police Capacity would be integrated into all day-to-day activities of the Police Adviser and engaged in the early planning, rapid deployment and start-up of operational activities undertaken to support field-based police components. Should the posts be relocated to Headquarters, the current duties of the functions of Training Adviser, Police Reform Adviser and Investigations Officer would still be performed.

116. The Training Adviser (P-4) would continue to, among other functions, provide advice and assistance on law enforcement training initiatives; support the development of police academies and other law enforcement training facilities; design training courses and other initiatives that the Standing Police Capacity can deliver once deployed; support the implementation of relevant corrective and supplementary training initiatives, in cooperation with national and international partners; and facilitate donor engagement in pursuit of increasing financial support for law enforcement training matters. The incumbent would interact with relevant offices within the Department or departments and Member States to coordinate training-related activities in support of host police services and law enforcement agencies in field operations.

117. The Police Reform Officer (P-3) would continue to, among other functions, provide a wide range of expert advisory and assistance activities on law enforcement reform matters relevant to supporting new and existing police components in United Nations peacekeeping operations; review respective United Nations police operations vis-à-vis supporting indigenous law enforcement organization and capacity; identify best practices in international policing; and work in close cooperation with international actors to address chronic business management gaps in local law enforcement, primarily by identifying specific tasks upon which the Standing Police Capacity can channel and impart its expertise and know-how. He or she will interact with relevant offices within the Department or

departments and Member States to coordinate police reform initiatives in support of host police services in peacekeeping operations.

118. In addition to its current functions, while at Headquarters, the Investigations Officer (P-3) would undertake evaluations and assessments related to auditing of Headquarters processes and functions in order to provide appropriate advice to enable the Police Adviser to take action. The incumbent would assist and provide support on a wide variety of matters related to law enforcement investigative procedures, practices and techniques in the context of starting up police components in new peacekeeping operations as well as assisting existing operations on a continual basis; advise and make recommendations to indigenous law enforcement agencies in the investigation of serious crimes and other forms of violence in the mission areas of peacekeeping operations that result from terrorism and political extremism; assist other United Nations police members, as directed, in other law enforcement thematic areas outside their own areas of focus; perform the full breadth of practices associated with serious crime analysis with respect to the field assignments being prepared for the United Nations police, including surveys of the nature and root causes of serious crime in the mission area of a peacekeeping operation and the respective activities of United Nations police to support indigenous investigative capacity; cooperate closely with other relevant stakeholders in mapping out threats to public security originating from serious crime incidents and lack of law enforcement investigation; and assist in the formulation and implementation of advice and specific United Nations police assistance on investigative matters for local law enforcement, focusing in particular on the organizational, structural and cultural changes required in local enforcement agencies to increase investigative capacity and faculty.

119. In this context, it is proposed that three posts of the Standing Police Capacity, of Training Adviser (P-4), Police Reform Officer (P-3) and Investigations Officer (P-3), in UNLB be abolished, to be established in the Office of the Police Adviser at Headquarters.

Office of the Assistant Secretary-General

Conversion of one general temporary assistance position (1 P-4 Security Sector Reform Officer — MINUSMA) to a post

120. The approved staffing establishment of the Security Sector Reform Unit in the Office of the Assistant Secretary-General comprises six posts (1 P-5, 2 P-4, 2 P-3 and 1 GS (OL)) and one general temporary assistance position of Security Sector Reform Officer (P-4), funded from the support account. The general temporary assistance position was approved by the General Assembly in its resolution 68/259 for the backstopping of MINUSMA. Of the six Professional staff, five are civilian personnel and one is a seconded Officer focusing on defence sector reform. The Unit also co-chairs with UNDP the inter-agency Security Sector Reform Task Force.

121. For the reasons explained in paragraph 19 above, it is proposed that one general temporary assistance position of Security Sector Reform Officer (P-4) for the backstopping of MINUSMA be converted to a post, to support the Security Sector Reform Section in MINUSMA and other missions as needed. The Security Sector Reform Officer would provide ongoing strategic and technical advice to assist in rebuilding the Malian security sector and coordinating the overall support of the international community in Mali in the field of security sector reform.

Conversion of one general temporary assistance position (1 P-4 Rule of Law Officer-specialist — MINUSMA) to a post

122. As explained in paragraphs 19 and 81 to 83 above, it is proposed that the general temporary assistance position of Rule of Law Officer (P-4) for the backstopping of MINUSMA be converted to a specialist post in the Office of Rule of Law and Security Institutions, to support the integrated operational teams in the Office of Operations.

Criminal Law and Judicial Advisory Service

Conversion of three general temporary assistance positions (1 P-4 Judicial Affairs Officer — Islamic Law, 1 P-4 Judicial Affairs Officer — MINUSMA, 1 P-3 Corrections Officer — Force Generation) to posts

123. The current staffing establishment of the Criminal Law and Judicial Advisory Service comprises 13 posts (1 D-1, 2 P-5, 6 P-4, 2 P-3 and 2 GS (OL)) and four general temporary assistance positions (3 P-4 and 1 P-3), funded from the support account. The workload of the Service is distributed among three teams: the policy cell, the justice team and the corrections team. DPKO and UNDP have been appointed as the global focal point for the police, justice and corrections areas in post-conflict and other crisis situations, a Headquarters mechanism for responding in a predictable, accountable and efficient manner to country-level requests for assistance. One of the three general temporary assistance positions proposed for conversion to a post is for a Judicial Affairs Officer (P-4) in the justice team, which was approved by the General Assembly in its resolution 68/259 for the backstopping of MINUSMA.

Justice team

124. Six Judicial Affairs Officers (5 P-4 and 1 P-3) currently serve as desk officers for two to four missions each, working in coordination with the integrated operational teams of DPKO. The tasks of the desk officers (focal points) include participating in technical assessment missions, providing periodic written guidance to mission components, developing operational plans for new peacekeeping operations, assisting operations in developing annual workplans and budgets and helping to mobilize extrabudgetary resources for programme implementation. The Criminal Law and Judicial Advisory Service is responsible for providing support to peacekeeping operations in areas where Islamic law is applied. In addition, the Service provides support on justice issues related to Somalia, UNAMID and UNISFA. In these contexts, the applicability of Islamic law (which can take a variety of forms) is one of the most fundamental issues affecting prospects for sustainable peace. The Service provides expert guidance and advice to peacekeeping missions operating in Islamic law contexts, which improves the overall ability to support the justice components of peacekeeping operations.

125. Given the fact that the current general temporary assistance position of Judicial Affairs Officer (Islamic Law) (P-4) in the Criminal Law and Judicial Advisory Service is the only capacity with Islamic law expertise within the Department at Headquarters, and given the continuing nature of its functions, it is proposed that the position be converted to a post. In addition to carrying out mission-specific tasks, the Officer ensures that the Islamic law perspective is

included in the Service's guidance and training materials. This temporary position has been approved by the General Assembly since July 2010.

126. For the reasons explained in paragraph 19 above, it is proposed that the general temporary assistance position of Judicial Affairs Officer (MINUSMA) (P-4) be converted to a post, to assist MINUSMA and other missions as needed to mobilize resources for programmatic activities, provide mission counterparts with expert guidance and advice, and maintain liaison with United Nations and external partners to ensure a coordinated and coherent approach, including with respect to the global focal point arrangement.

Corrections team

127. The corrections team supports corrections programmes in eight peacekeeping operations. In addition to performing support functions, the team interacts with Member States that provide seconded corrections officers to peacekeeping operations; solicits offers of secondment; screens, interviews and selects the officers proposed; and manages the selection and rotation of this category of seconded staff.

128. More than 300 individual seconded corrections officers are deployed or extended each year. The recruitment process involves developing job profiles in specialized areas of expertise; organizing periodic official briefings to Member States; sending formal notices to Member States interested in contributing seconded corrections and judicial staff; receiving and screening applications; arranging and conducting telephone interviews; and maintaining an electronic database of the status of applications and of corrections officers seconded to peacekeeping operations. During the 2009/10, 2010/11 and 2011/12 periods, 200, 295 and 350 interviews were conducted, respectively. Such interviews involve at least two Professional staff members serving on the interview panels. Furthermore, the recruitment and deployment of 40 seconded justice officers is supported; the deployment process is similarly labour-intensive.

129. It is therefore proposed that one general temporary assistance position of Corrections Officer (Force Generation) (P-3) be converted to a post to manage the recruitment, deployment and extension processes efficiently and effectively in order to ensure that the seconded corrections and judicial positions in peacekeeping operations, which are steadily increasing in number, are promptly filled. This temporary position has been approved by the General Assembly since July 2010.

Mine Action Service

Conversion of one general temporary assistance position (1 P-3 Programme Officer — MINUSMA) to a post

130. The approved staffing establishment of the Mine Action Service comprises six posts (1 P-4, 4 P-3 and 1 GS (OL)) and one general temporary assistance position of Programme Officer (P-3), funded from the support account. The general temporary assistance position was approved by the General Assembly in its resolution 68/259 for the backstopping of MINUSMA.

131. For the reasons explained in paragraph 19 above, it is proposed that one general temporary assistance position of Programme Officer (P-3) for the backstopping of MINUSMA be converted to a post, to support MINUSMA and: (a) ensure the Service's engagement in planning processes; (b) develop strategic and

political documents on Mali; and (c) oversee financial and substantive reporting to MINUSMA. The incumbent would deal with programme, planning, administrative and political matters related to mine action and explosive threat management for MINUSMA. Furthermore, the post is required for coordination, quality control, reporting and planning activities as the primary interlocutor at Headquarters between the Mission and the Service, other rule-of-law and security institution components, DPKO, DFS, the Department of Political Affairs and other United Nations agencies, funds and programmes, as well as with Permanent Missions and other stakeholders, as required.

(d) Justification of general temporary assistance positions

Criminal Law and Judicial Advisory Service

Judicial Affairs Officer (1 P-4 position, continuation)

132. Given the substantial demand from MINUSTAH and, more broadly, the international community for support for the Haitian authorities in rebuilding the justice sector, it is proposed that one general temporary assistance position of Judicial Affairs Officer (P-4) be continued. As part of this effort, the Judicial Affairs Officer would continue to play a key role in formulating strategy papers for rule-of-law reform in Haiti and by mobilizing a considerable amount of resources for the implementation of such strategies. The agreement by the Government of Haiti to deploy seconded justice experts within the Ministry of Justice and Public Security creates an additional need for support from Headquarters in identifying and selecting qualified candidates to fill these positions. As strengthening the rule of law has been identified as a priority in Haiti, the Judicial Affairs Officer would be dedicated fully to the Mission and would provide expert guidance and advice, including through the annual review/evaluation of the performance of its justice component, leading to earlier law and order and a timelier exit from peacekeeping activities. The increased frequency and quality of technical justice guidance would limit the amount of resources required at the mission level. By improving the frequency, quality and consistency of the reviews/evaluations of the Mission's justice component, the Judicial Affairs Officer would ensure that MINUSTAH receives regular professional feedback and guidance on the implementation of its programmes, so that field activities are tailored to mandate implementation.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2012/13)	Apportionment (2013/14)	Cost estimates (2014/15)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	16 774.3	16 611.2	17 913.6	1 302.4	7.8
II. Non-post resources					
General temporary assistance	531.1	1 498.1	207.7	(1 290.4)	(86.1)
Consultants	21.7	–	–	–	–
Official travel	821.2	730.7	793.4	62.7	8.6
Other supplies, services and equipment	27.4	26.4	25.3	(1.1)	(4.2)
Subtotal, II	**1 401.4**	**2 255.2**	**1 026.4**	**(1 228.8)**	**(54.5)**
Total	**18 175.7**	**18 866.4**	**18 940.0**	**73.6**	**0.4**

(f) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$17 913.6	$1 302.4	7.8%

133. The provision would cover the salaries, common staff costs and staff assessments for the 103 proposed posts. The higher requirements are attributable to the proposed conversion of six general temporary assistance positions to posts, offset by the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	Variance	
General temporary assistance	$207.7	($1 290.4)	(86.1%)

134. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of one general temporary assistance position. The lower requirements are attributable to the proposed conversion of six general temporary assistance positions to posts, the discontinuation of one general temporary assistance position, and the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	Variance	
Official travel	$793.4	$62.7	8.6%

135. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessments/consultation	283 400	48 briefings on peacekeeping operations to legislative bodies, Member States, intergovernmental bodies, groups of friends and troop- and police-contributing countries 20 briefings to police-contributing countries, groups of friends and/or regional organizations on policy and training issues, special initiatives and/or cross-cutting police and other law enforcement matters in peacekeeping operations 8 briefings to Member States, agencies, funds and programmes, regional and subregional organizations and specialized institutions or organizations on the implementation of standing capacities, the provision of resources, the division of labour and the development of specialists and rapidly deployable capacities needed in the areas of the rule of law and security institutions, and on the global focal point arrangement for police, justice and corrections 14 technical or strategic support, review or assessment reports on the implementation of police, justice and corrections, and security sector reform activities of mandates, where applicable 11 end-of-assignment reports on lessons learned and best practices, as well as the identification of ongoing support (4 police, 3 justice and 3 corrections components) for new or existing peacekeeping operations 34 briefings/presentations to Member States on police issues in peacekeeping operations 5 new or revised police operational plans, standard operating procedures and concepts of operations for 5 police components of peacekeeping operations 14 technical or strategic support, review or assessment reports (7 justice and 7 corrections) on the implementation of rule-of-law mandates in peacekeeping operations 4 visits and 6 videoconferences to increase Standing Police Capacity service delivery to field missions
Technical support	487 400	Qualified instructors from 9 peacekeeping operations and assessed police officers and members (and equipment) of formed police units from 47 police-contributing countries 2 technical assessment missions to provide technical assistance to field operations in the areas of physical security, stockpile management and improvised explosive devices
Seminars/conferences/workshops	22 600	
Total	**793 400**	

136. The amount of $283,400 is proposed for travel to undertake the following mission planning/assessment/consultation activities: consulting with Special

Representatives of the Secretary-General on the rule of law and security sector reform and providing guidance and assistance ($51,400); reviewing the justice and corrections programmes in peacekeeping missions and assisting with the further planning of those programmes ($78,600); evaluating the disarmament, demobilization and reintegration/demobilization, disarmament, repatriation, resettlement and reintegration programmes and suggesting changes in approach ($65,400); reviewing the police operations plans, standard operating procedures and concepts of operations for the police components of peacekeeping missions to better align them with mandates ($48,600); and briefings and outreach meetings with key Member States, organizations, and partners with mutual interests on policy issues relating to police, justice and corrections in peacekeeping operations, on emerging issues in the areas of peacekeeping and conflict situations affecting the rule of law, on the need to generate specialized justice and corrections expertise for deployment to peacekeeping operations, and on the implementation of standing capacities, the provision of resources, the division of labour, the development of specialist capacities needed in the area of rule of law and security institutions and the development and sharing of system-wide guidance ($39,400).

137. The amount of $487,400 is proposed for travel to undertake the following technical support activities: providing missions with technical support on their mine action programme ($70,100); conducting evaluations, together with missions and/or providing focused technical support in the areas of planning and/or implementation of security sector reform programmes or projects with a view to identifying specific requirements for further Headquarters support ($43,200); undertaking predeployment visits to police-contributing countries to conduct assessments of individual police officers and formed police units ($364,100); and providing training and mentorship support to the African Union Commission and its regional economic mechanisms towards the operationalization of the policing element of the African Standby Force ($10,000).

138. The amount of $22,600 is proposed for travel to participate in the following seminars/conferences/workshops: the meeting of the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration, which seeks to coordinate and harmonize the efforts of all United Nations actors on disarmament, demobilization and reintegration, and coordination meetings with the World Bank to exchange lessons learned on joint initiatives in field operations with a view to improved guidance on disarmament, demobilization and reintegration processes in missions, as well as increased coordination in several countries/areas ($12,400); and the Heads of Mine Action Conference ($10,200).

139. The higher requirements are attributable primarily to increased strategic and operational requirements for police aspects of MINUSMA operations.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$25.3	($1.1)	(4.2%)

140. The amount of $25,300 is proposed for campaign recruitment materials and supplies related to the production of magazines, leaflets and guidance publications.

5. Policy, Evaluation and Training Division

(a) Results-based-budgeting framework

141. The mandate of the Policy, Evaluation and Training Division was established by the General Assembly in its resolution 61/279. The functions of the Division are set out in the Secretary-General's bulletin on the organization of DPKO (ST/SGB/2010/1).

142. The Division comprises the Office of the Director (which includes the Evaluation and Partnership teams), the Integrated Training Service and the Policy and Best Practices Service.

143. The Policy, Evaluation and Training Division is an integrated resource for both DPKO and DFS that provides an institutional capacity for strengthening peacekeeping through the formulation of cross-cutting peacekeeping policy and guidance, the capture and sharing of best practices, the setting of training standards for peacekeeping personnel, the evaluation of programme performance towards mandate implementation, and strategic cooperation within the United Nations and with external partners. The Division provides technical and operational support to Member States and peacekeeping operations in the area of training and serves as the secretariat for the Special Committee on Peacekeeping Operations. It also provides operational support to DPKO and DFS, Member States and all peacekeeping operations in the following thematic areas: the protection of civilians; sexual and gender-based violence; gender; HIV/AIDS; child protection; and civil affairs.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 All formal and informal reporting requested by the Special Committee on Peacekeeping Operations is provided (2012/13: 100 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)
	1.2 The report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations will include an overview on all key policy matters related to peacekeeping operations (2012/13: 100 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)

Outputs

- 2 informal briefings to the Special Committee on Peacekeeping Operations and 10 bilateral briefings to Member States, as requested, on peacekeeping partnerships and related issues
- 12 briefings, and a report to the Special Committee on Peacekeeping Operations, on priority policy and reform issues, including capability development and training, the protection of civilians, early peacebuilding in peacekeeping operations, civil affairs, peacekeeping partnerships, child protection, gender, conflict-related sexual violence, HIV/AIDS and transitions
- 7 briefings to Member States and think tanks on the status and future of the implementation of the New Horizon initiative and cross-cutting thematic issues, including the protection of civilians, capability development, gender mainstreaming and conflict-related sexual violence

- 4 opening statements by the Under-Secretaries-General for Peacekeeping Operations and Field Support during the debates of the Fourth Committee and the Special Committee on Peacekeeping Operations
- 4 briefings to the Security Council and/or the Security Council Working Group on Peacekeeping Operations, on cross-cutting thematic issues, such as the protection of civilians, child protection, gender and conflict-related sexual violence
- 5 workshops/briefings for technical experts from Member States and partners to develop new or updated guidance, training and policy on Security Council resolution 1325 (2000), key roles of civil affairs officers, knowledge management, child protection and emerging policy issues

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 The European Union provides enabling or support capacities to the early deployment of 1 new or significantly adjusting peacekeeping operation (2012/13: 1; 2013/14: 1; 2014/15: 1)

Outputs

- 1 mechanism established for the identification and potential provision of forms of support from the European Union in the planning and early deployment of peacekeeping operations

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 100 per cent of training standards are available to all troop- and police-contributing countries and peacekeeping operations (2012/13: 100 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)
	3.2 100 per cent of new or revised official peacekeeping guidance documents are available to all staff in peacekeeping operations on the peace operations intranet policy and practice database (2012/13: 100 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)

Outputs

- 10 presentations to national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on cross-cutting thematic issues, policy development and implementation activities and emerging strategic issues that have an impact on peacekeeping
- 10 briefings to international financial institutions, international and regional organizations and non-governmental organizations, as requested, on peacekeeping partnerships and related issues
- 2 joint initiatives or pilot projects to be undertaken with the World Bank in 2 peacekeeping operations (1 each)
- 1 guidance note regarding collaboration between United Nations peacekeeping operations and UNDP on peacekeeping issues
- 6 evaluation reports comprising 4 mission-focused and 2 thematic evaluations
- 6 discussion papers and speeches on cross-cutting emerging policy challenges in peacekeeping

- 6 reports on lessons learned across missions with regard to policy, reform and operational issues in line with departmental priorities
- 3 additional communities of practice for peacekeeping operations launched
- 1 technical guidance material developed on cross-cutting peacekeeping issues, such as gender, the protection of civilians, and so forth
- 16 field-based technical reports related to the implementation of guidance and lessons learned by peacekeeping operations, including with respect to sexual violence in conflict, quick-impact projects, civil affairs, the protection of civilians, gender and HIV/AIDS
- 3 workshops for mission thematic advisers and focal points for the purpose of knowledge-sharing and training
- 35 e-newsletters to peacekeeping operations on new knowledge management reports, such as end-of-assignment reports, Headquarters and mission-developed guidance and lessons learned studies
- 3 training-of-trainers courses for 72 peacekeeping trainers from Member States, 8 training recognition visits, 3 mobile training support activities, and training development in support of the predeployment training provided by Member States to military and police personnel for United Nations peacekeeping operations
- Peacekeeping-specific training courses on senior leadership, management and administration for 120 peacekeeping personnel, including 2 senior mission leaders' courses, 2 senior leadership programmes and 1 Senior Mission Administration and Resource Training programme
- 1 workshop for integrated mission training centre personnel of all peacekeeping operations and 5 training activities and 20 predeployment courses for 320 civilian peacekeeping personnel
- 1 policy on training and 1 technical guideline on the design, delivery and evaluation of training, including a training evaluation tool
- 3 technical and methodological initiatives to support Member States, missions, DPKO and DFS offices and other partners, for the development and delivery of specialized and substantive training curricula and materials for peacekeeping personnel with a view to improving the planning, management, support and conduct of peacekeeping operations
- 2 peacekeeping predeployment training standards produced and made available to all peacekeeping training institutions

External factors

Member States will provide the policy guidance and direction necessary for the implementation of the Division's activities

(b) Human resources requirements

Category	Approved staffing 2013/14	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/ positions proposed	Total proposed 2014/15	Change
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	1	–	–	–	1	–
D-1	2	–	–	–	2	–
P-5	7	–	–	–	7	–
P-4	22	–	–	–	22	–
P-3	15	–	–	–	15	–
P-2/P-1	1	–	–	–	1	–
Subtotal	**48**	–	–	–	**48**	–
General Service and related						
Principal level	–	–	–	–	–	–
Other level	14	–	–	–	14	–
Subtotal	**14**	–	–	–	**14**	–
Total	**62**	–	–	–	**62**	–
General temporary assistance positions						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	1	–	–	–	1	–
P-3	–	–	–	–	–	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**1**	–	–	–	**1**	–
General Service and related						
Principal level	–	–	–	–	–	–
Other level	–	–	–	–	–	–
Subtotal	–	–	–	–	–	–
Total	**1**	–	–	–	**1**	–
Grand total	**63**	–	–	–	**63**	–

(c) Justification of general temporary assistance positions

Policy and Best Practices Service, Protection Coordination Team

Coordination Officer (1 P-4 position, continuing)

144. The approved staffing establishment of the Policy and Best Practices Service comprises 20 posts (1 D-1, 2 P-5, 8 P-4, 5 P-3, 1 P-2 and 3 GS (OL)) and one general temporary assistance position of Coordination Officer (P-4), funded from the support account. The Service consists of eight teams, including the Protection Coordination Team, comprising one post (P-4) and the general temporary assistance position (P-4).

145. The Team has developed a framework to guide senior mission leadership in developing comprehensive strategies for the protection of civilians, has supported the Integrated Training Service in designing training modules on the protection of civilians and has developed a detailed matrix outlining the resources and capabilities required for the implementation of civilian protection mandates. As a result of the close scrutiny that DPKO, DFS and Member States have recently given to the implementation of civilian protection mandates, a much greater demand for Headquarters support for the missions has emerged, along with a significant need to support development and coordination on the issue at Headquarters. In particular, peacekeeping missions with civilian protection mandates are now developing comprehensive strategies on the issue, in cooperation with the United Nations agencies, funds and programmes in the mission area. This is a complex undertaking involving all mission components, and focused support from Headquarters is required. Furthermore, there is a need to coordinate work on civilian protection with the functions carried out within DPKO and with other departments in relation to child protection and sexual and gender-based violence. These are important elements of the Department's overall effort to protect civilians in the context of peacekeeping operations and need to be taken forward in a coherent manner.

146. Protecting civilians in post-conflict situations, where mandated, is critical to the legitimacy and credibility of United Nations peacekeeping operations and, ultimately, of the Organization as a whole. In situations in which a peacekeeping operation fails to protect civilians, both the local community and international opinion can rapidly turn against the mission, significantly diminishing its chances for successful mandate implementation. The impact on the mission goes beyond its civilian protection function; the failure to establish a dedicated capacity to assist both Headquarters and the missions with the implementation of civilian protection mandates can also be measured in terms of human lives and security. Direct support for missions mandated to protect civilians will mean that they are better prepared to prevent threats to civilians from growing to unmanageable proportions and better prepared to intervene when those threats manifest themselves.

147. In this context, it is proposed that the general temporary assistance position of Coordination Officer (P-4) in the Protection Coordination Team be continued to ensure that the eight missions with civilian protection mandates will receive adequate Headquarters support based on lessons learned, including in developing their comprehensive civilian protection strategies, establishing early warning and information-gathering mechanisms and creating internal mechanisms for the coordination of the protection of civilians. This would minimize ad hoc approaches

to this complex mandated task and ensure that efforts to protect civilians are addressed in a systematic manner based on lessons learned to date.

(d) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2012/13) (1)	Apportionment (2013/14) (2)	Cost estimates (2014/15) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	10 555.2	10 824.0	10 751.3	(72.7)	(0.7)
II. Non-post resources					
General temporary assistance	180.6	209.1	207.7	(1.4)	(0.7)
Consultants	358.7	484.0	484.0	–	–
Official travel	1 458.2	1 550.6	1 608.4	57.8	3.7
Facilities and infrastructure	22.7	–	–	–	–
Communications	2.0	–	–	–	–
Other supplies, services and equipment	652.0	792.0	798.5	6.5	0.8
Subtotal, II	**2 674.2**	**3 035.7**	**3 098.6**	**62.9**	**2.1**
Total	**13 229.4**	**13 859.7**	**13 849.9**	**(9.8)**	**(0.1)**

(e) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$10 751.3	($72.7)	(0.7%)

148. The provision would cover the salaries, common staff costs and staff assessments for the 62 proposed posts. The lower requirements are a result of the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	Variance	
General temporary assistance	$207.7	($1.4)	(0.7%)

149. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of one general temporary assistance position.

	Cost estimates	Variance	
Consultants	$484.0	–	–

150. The consultancy requirements are as follows:

(United States dollars)

Expertise	*Amount*	*Output reference*
Training	326 200	3 technical and methodological initiatives to support Member States, missions, DPKO and DFS offices and other partners, for the development and delivery of specialized and substantive training curricula and materials for peacekeeping personnel with a view to improving the planning, management, support and conduct of peacekeeping operations 3 training-of-trainers courses for 72 peacekeeping trainers from Member States, 8 training recognition visits, 3 mobile training support activities, and training development in support of the predeployment training provided by Member States to military and police personnel for United Nations peacekeeping operations Peacekeeping-specific training courses on senior leadership, management and administration for 120 peacekeeping personnel, including 2 senior mission leaders' courses, 2 senior leadership programmes and 1 Senior Mission Administration and Resource Training programme 1 workshop for integrated mission training centre personnel for all peacekeeping operations and 5 training activities and 20 predeployment courses for 320 civilian peacekeeping personnel 2 peacekeeping predeployment training standards produced and made available to all peacekeeping training institutions 1 policy on training and 1 technical guideline on the design, delivery and evaluation of training, including a training evaluation tool
Thematic/mission evaluations	141 000	6 evaluations, comprising 4 mission-focused and 2 thematic evaluations
Seminars/conferences	16 800	3 technical and methodological initiatives to support Member States, missions, DPKO and DFS offices and other partners, for the development and delivery of specialized and substantive training curricula and materials for peacekeeping personnel with a view to improving the planning, management, support and conduct of peacekeeping operations
Total	**484 000**	

151. The amount of $326,200 is proposed for the engagement of consultants with technical expertise to develop and deliver training programmes on substantive areas of peacekeeping operations for DPKO ($57,800), DFS ($91,000) and Member States and field operations ($177,400), on general topics such as ethics, management, leadership, integrity awareness and supervision.

152. The amount of $141,000 is proposed for the engagement of consultants with technical expertise for 7.5 person-months, including $51,200 for travel, to undertake four mission-focused and two thematic evaluations supported by staff members who will provide functional expertise in their respective areas. Thematic evaluations are conducted in response to priority issues, identified by DPKO and DFS and/or raised

by Member States through committees, that require attention or new initiatives that can benefit from the evaluation of their cross-cutting aspects. While the evaluations are internal, the findings and conclusions are shared with relevant Secretariat departments and incorporated into published reports and policy/guidance development. The evaluations will provide DPKO and DFS with a comprehensive assessment and internal evaluation mechanism to assist with and contribute to peacekeeping mission management.

153. The amount of $16,800 would cover external consultants to function as facilitators at DPKO/DFS annual conferences.

	Cost estimates	*Variance*	
Official travel	$1 608.4	$57.8	3.7%

154. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/consultation	349 700	10 presentations to national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on cross-cutting thematic issues, policy development and implementation activities and emerging strategic issues that have an impact on peacekeeping 6 evaluations, comprising 4 mission-focused and 2 thematic evaluations 16 field-based technical reports related to the implementation of guidance and lessons learned by peacekeeping operations, including with respect to sexual violence in conflict, quick-impact projects, civil affairs, the protection of civilians, gender and HIV/AIDS 2 joint initiatives or pilot projects to be undertaken with the World Bank in 2 peacekeeping operations (1 each) 10 briefings to international financial institutions, international and regional organizations and non-governmental organizations, as requested, on peacekeeping partnerships and related issues 6 reports on lessons learned across missions with regard to policy, reform and operational issues in line with departmental priorities
Seminars/conferences/workshops	20 500	10 presentations to national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on cross-cutting thematic issues, policy development and implementation activities and emerging strategic issues that have an impact on peacekeeping 5 workshop/briefings for technical experts from Member States and partners to develop new or updated guidance, training and policy on Security Council resolution 1325 (2000), key roles of civil affairs officers, knowledge management, child protection and emerging policy issues

Type of travel	*Amount*	*Output reference*
Training	1 238 200	3 technical and methodological initiatives to support Member States, missions, DPKO and DFS offices and other partners, for the development and delivery of specialized and substantive training curricula and materials for peacekeeping personnel with a view to improving the planning, management, support and conduct of peacekeeping operations 3 training-of-trainers courses for 72 peacekeeping trainers from Member States, 8 training recognition visits, 3 mobile training support activities, and training development in support of the predeployment training provided by Member States to military and police personnel for United Nations peacekeeping operations Peacekeeping-specific training courses on senior leadership, management and administration for 120 peacekeeping personnel, including 2 senior mission leaders' courses, 2 senior leadership programmes and 1 Senior Mission Administration and Resource Training programme 1 workshop for integrated mission training centre personnel for all peacekeeping operations and 5 training activities and 20 predeployment courses for 320 civilian peacekeeping personnel 2 peacekeeping predeployment training standards produced and made available to all peacekeeping training institutions 1 policy on training and 1 technical guideline on the design, delivery and evaluation of training, including a training evaluation tool
Total	**1 608 400**	

155. The amount of $349,700 is proposed for travel to undertake the following mission planning/assessment/consultation activities: delivering policy presentations to peacekeeping operations, national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on cross-cutting and emerging issues, as well as policy development and implementation activities in peacekeeping ($56,200); conducting mission and thematic evaluations ($115,200); ensuring that the guidance, policy and lesson-learning efforts directed by the Policy and Best Practices Service are most responsive to the needs of field operations in such areas as mission start-up and transition, HIV/AIDS prevention policies, sexual violence in conflict, child protection, gender, civil affairs and the protection of civilians ($126,300); assisting with the roll-out of and training on the guidelines for mission-specific guidance ($11,900); supporting the United Nations-World Bank partnership in thematic areas ($13,700); and meeting with Member State Governments, Europe-based representatives of international organizations, non-governmental organizations and the United Nations-European Union steering committee on crisis management to support the development of partnerships and coordinate partnership relations ($26,400).

156. The amount of $20,500 is proposed for travel to participate in the following seminars/conferences/workshops: the annual Challenges Forum, which brings together the Member States most directly engaged in peacekeeping policy, providing an opportunity to strengthen global partnerships and to undertake informal dialogue with those countries actively engaged in and supporting peacekeeping ($9,200); the Global Child Protection Working Group, to share lessons learned and develop the global workplan ($2,700); and international conferences with Member States and think tanks on the implementation of the New Horizon Initiative and related priority cross-cutting thematic mandate initiatives ($8,600).

157. The amount of $1,238,200 is proposed for travel to undertake the following training activities: DPKO training ($140,400); DFS training ($143,100); facilitating training courses and developing standardized training materials for Member States and field operations ($866,800); and facilitating DPKO and DFS annual conferences ($87,900). The training activities would include training-of-trainers courses for peacekeeping trainers from Member States, senior leadership courses, management and administration courses, support for predeployment peacekeeping training exercises organized by Member States for military and police personnel, participation in peacekeeping training conferences organized by Member States and international organizations, lectures at peacekeeping training centres organized by Member States and international organizations, and training recognition processes to assess peacekeeping training courses conducted by Member States and international organizations. The planned activities would enhance mission readiness by improving staff skills in the areas of training, evaluation, mission exercise processes, mission management and leadership, codes of conduct and standards of behaviour. This would involve providing support for United Nations civilian predeployment training courses for civilian field personnel, training activities for integrated mission training centres, mission training evaluations, senior leadership induction programme courses and training support for mission start-ups.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$798.5	$6.5	0.8%

158. The amount of $798,500 is proposed to provide for the cost of training materials and supplies related to DPKO training ($71,700); DFS training ($124,800); workshops and training courses for Member States and field operations ($397,000); DPKO/DFS annual/biannual training conferences ($55,000); and the translation and printing of guidance and best practices documents, such as policies, standard operating procedures, guidelines, manuals, after-action reviews, studies on lessons learned, and peacekeeping practice notes ($150,000).

B. United Nations Office to the African Union

(a) Results-based-budgeting framework

159. The mandate of the United Nations Office to the African Union was established by the General Assembly in its resolution 64/288.

160. UNOAU comprises the Office of the Special Representative of the Secretary-General, the Office of the Chief of Staff, the Political Affairs Section, the

Operational Planning and Advisory Section, the Administrative Planning and Advisory Section, and the Support Unit, and reports to both the Under-Secretary-General for Peacekeeping Operations and the Under-Secretary-General for Field Support.

161. In 2014/15, the Office will continue to strengthen its partnership with the African Union Commission to enhance cooperation in the area of peacekeeping operations. The Office will continue to ensure efficiency gains through the implementation of the memorandum of understanding for common services with ECA. The Office will be able to adequately assess net efficiency gains from the co-location with ECA once the move, tentatively envisaged for the second quarter of 2014, is completed.

162. In June 2013, DPKO, DFS and the Department of Political Affairs conducted a joint strategic review of the mandate and work of UNOAU. The review recommended the development of a joint strategy for enhancing its partnership in the area of peace and security, in consultation with the African Union Commission, notably to make it more strategic, effective and results-oriented. The Office will work with the African Union Commission on the implementation of this jointly agreed strategy in line with the United Nations strategic objectives in Africa and within the framework of Security Council resolution 2033 (2012) and General Assembly resolution 67/302. Consultations among the Office, DPKO, DFS and the Department of Political Affairs on a plan for the restructuring and strengthening of the Office, with a particular focus on the planning and implementation of a more strategic United Nations-African Union partnership, on enhancing the Office's middle management and support capabilities and on enhancing the Office's capacity to continue strengthening its support to the African Union in the area of peacekeeping operations, will continue into 2014/15.

163. Furthermore, the Office will continue to provide short-term operational support for the planning and deployment of peacekeeping operations of the African Union, the regional economic communities and regional mechanisms and operations against the Lord's Resistance Army. The Office will also continue to support the long-term development of the African Union's African Peace and Security Architecture, including the delivery of technical expertise towards the operationalization of the African Standby Force.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 4 consultative mechanisms at separate levels with the African Union on peacekeeping issues are implemented and supported between the United Nations Security Council and the African Union Peace and Security Council, the Secretary-General and the Chairperson of the African Union Commission; the United Nations-African Union Joint Task Force on Peace and Security (under the relevant Under-Secretaries-General and the African Union Commissioners) and peacekeeping desks of the United Nations Secretariat and the African Union Commission (2012/13: 4; 2013/14: 4; 2014/15: 4)

	1.2 2 consultative mechanisms are implemented with 2 key groups, United Nations agencies and African Union partners, to ensure coordination and coherence of operational and capacity-building support to the African Union in peacekeeping-related areas (2012/13: 2; 2013/14: 2; 2014/15: 2) 1.3 100 per cent implementation of the agreed targets associated to peacekeeping, of the joint strategy for an enhanced United Nations-African Union partnership in peace and security (2012/13: not applicable; 2013/14: not applicable; 2014/15: 100 per cent)

Outputs

- The Secretary-General and Deputy Secretary-General each participate in 1 African Union summit
- 1 meeting between the United Nations Security Council and the African Union Peace and Security Council
- 2 meetings of the Joint Task Force on Peace and Security
- 24 presentations to the African Union Peace and Security Council on peacekeeping issues
- 1 high-level consultative meeting with the United Nations Office for West Africa and the United Nations Regional Office for Central Africa
- 1 meeting and 6 video teleconferences between peacekeeping desks of the Secretariat and the African Union Commission
- 1 annual joint UNOAU-African Union retreat aimed at assessing progress achieved in the implementation and further refining of the joint strategy for peacekeeping
- 12 monthly reports on cooperation in peacekeeping between the United Nations and the African Union, 52 weekly reports on developments in peacekeeping at the African Union and 12 analytical cables on strategic peacekeeping issues of the African Union
- 24 meetings of the African Union Partners Group; 4 meetings of the Peace and Security Cluster of the Ten-Year Capacity-Building Programme; and 4 meetings of each of the 4 subclusters
- 2 information publications and 1 public information event to inform a broad public audience of the United Nations-African Union strategic partnership and the activities of the Office in support of the African Union

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 5 pillars of the African Peace and Security Architecture are operational and the benchmarks of the African Standby Force road map III are achieved (2012/13: 5; 2013/14: 5; 2014/15: 5) 2.2 Implementation of 18 capacity-building strategies related to peacekeeping for the African Union Commission within the framework of the African Peace and Security Architecture (2012/13:

not applicable; 2013/14: 18; 2014/15: 18)

2.3 100 per cent implementation of the AMANI Africa II cycle in accordance with the African Standby Force road map III (2012/13: 100 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)

2.4 All ongoing African Union peacekeeping operations are fully operational within their authorized mandates (2012/13: 100 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)

2.5 African Union and AMISOM develop and implement new concepts of operations and operational plans for additional capabilities within the envisaged mandate

Outputs

- 5 annual reports on the achievements of the pillars of the African Peace and Security Architecture
- 12 manuals or standard operating procedures for African Union-led peacekeeping operations and the African Standby Force reviewed and updated
- 18 policies or guidelines produced in support of African Union Commission strategies in 18 peacekeeping areas
- Participation in 18 trainings/workshops of the African Union/regional economic community/regional mechanism in support of peacekeeping-related operations and capacity-building
- Participation in 36 planning meetings or technical missions of the African Union/regional economic community/regional mechanism in support of peacekeeping operations and the implementation of agreed policies
- Support and guidance for the AMANI Africa II field training exercise to test the readiness of the African Standby Force, and for the planning, deployment and management of the potential enhanced AMISOM and Somalia National Forces operations
- Participation in 10 African Union-regional economic community/regional mechanism technical missions in support of the operationalization of the African Standby Force

External factors

The African Union will remain committed to its strategic partnership with the United Nations; donors will provide funding to the African Union to support the implementation of the African Peace and Security Architecture; and the African Union will make timely and significant progress in meeting its strategic objectives

(b) Human resources requirements

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2014/15*	*Change*
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	2	–	–	–	2	–
P-4	20	–	–	–	20	–
P-3	3	–	–	–	3	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**25**	**–**	**–**	**–**	**25**	**–**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	–	–	–	–	–	–
Field Service	10	–	–	–	10	–
National General Service	19	–	–	–	19	–
Subtotal	**29**	**–**	**–**	**–**	**29**	**–**
Total	**54**	**–**	**–**	**–**	**54**	**–**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2012/13)*	*Apportionment (2013/14)*	*Cost estimates (2014/15)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	7 286.9	6 310.8	6 267.2	(43.6)	(0.7)
II. Non-post resources	–	–	–	–	–
General temporary assistance	–	–	62.9	62.9	–
Official travel	260.9	308.4	327.5	19.1	6.2
Facilities and infrastructure[a]	294.7	93.0	113.8	20.8	22.4
Communications[a]	–	134.2	267.6	133.4	99.4
Information technology[a]	–	129.9	118.0	(11.9)	(9.2)

Category	Expenditures (2012/13) (1)	Apportionment (2013/14) (2)	Cost estimates (2014/15) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
Other supplies, services and equipment	439.8	417.3	220.8	(196.5)	(47.1)
Subtotal, II	**995.4**	**1 082.8**	**1 110.6**	**27.8**	**2.6**
Total	**8 282.3**	**7 393.6**	**7 377.8**	**(15.8)**	**(0.2)**

[a] Resource requirements for facilities and infrastructure, communications and information technology, corresponding to the 2013/14 appropriation and 2011/12 expenditure, were presented in previous proposals of the Executive Office of DPKO consistent with all offices and divisions that report to DPKO and DFS.

(d) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$6 267.2	($43.6)	(0.7%)

164. The provision would cover the salaries, common staff costs and staff assessments for the 54 proposed posts. The lower requirements result from the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	Variance	
General temporary assistance	$62.9	$62.9	–

165. The provision would cover the salaries, common staff costs and staff assessments for the replacement of staff on maternity or sick leave (4 person-months for the Professional category and 4 person-months for the General Service (Other level) category). The higher requirements are attributable to the fact that the Office anticipates the need for replacement staff based on recent experience.

	Cost estimates	Variance	
Official travel	$327.5	$19.1	6.2%

166. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/consultation	70 400	The Secretary-General and Deputy Secretary-General each participate in 1 African Union summit 1 meeting between the United Nations Security Council and the African Union Peace and Security Council 2 meetings of the United Nations-African Union Joint Task Force on Peace and Security 24 presentations to the African Union Peace and Security Council on peacekeeping issues 1 high-level meeting with UNOWA and UNOCA 5 annual reports on the achievements of the pillars of the African Peace and Security Architecture Participation in 36 planning meetings or technical missions of the African Union/regional economic community/regional mechanism in support of peacekeeping-related operations and the implementation of agreed policies Participation in 10 African Union-regional economic community/regional mechanism technical missions in support of the operationalization of the African Standby Force
Technical support	82 800	1 meeting and 6 videoconferences between peacekeeping desks of the Secretariat and the African Union Commission 18 policies or guidelines produced in support of African Union Commission strategies in 18 peacekeeping areas Participation in 36 planning meetings or technical missions of the African Union/regional economic community/regional mechanism in support of peacekeeping-related operations and the implementation of agreed policies 12 manuals or standard operating procedures for African Union-led peacekeeping operations and the African Standby Force reviewed and updated
Seminars/conferences/workshops	57 400	Participation in 18 training/workshops of the African Union/regional economic community/regional mechanism in support of peacekeeping-related operations and capacity-building 1 annual joint UNOAU-African Union retreat aimed at assessing progress achieved in the implementation and further refinement of the joint strategy for peacekeeping
Training	95 700	Participation in 18 training/workshops of the African Union/regional economic community/regional mechanism in support of peacekeeping-related operations and capacity-building

Type of travel	*Amount*	*Output reference*
		Support and guidance for the AMANI Africa II field training exercise to test the readiness of the African Standby Force, and for the planning, deployment and management of the potential enhanced AMISOM and Somalia National Forces operations
Budget hearings	21 200	
Total	**327 500**	

167. The amount of $70,400 is proposed for travel to undertake the following mission planning/assessment/consultation activities: meetings at Headquarters jointly organized by DPKO, DFS and the Department of Political Affairs to discuss various aspects of peacekeeping, field support and political matters concerning the African Union and upcoming African peacekeeping missions, and provide strategic guidance and improve coordination between Headquarters and the Office ($36,700); meetings with the African Union to discuss cooperation in support of AMISOM and in the Central African Republic, and a more effective partnership with the African Union/regional economic community/regional mechanism ($6,900); mentorship on civilian and political leadership in African Union peacekeeping operations ($7,400); and the provision of support to the African Union Commission in various areas, such as the development of the logistic support package for the AMANI II cycle, AMISOM in the areas of mine action, security and medical, the review and assessment of financial systems in the South African Regional Office to prepare for IPSAS training and implementation, and lessons learned with regard to the Lord's Resistance Army ($17,000).

168. The amount of $82,800 is proposed for travel to undertake the following technical support activities: support with the establishment of various aspects of the African-led International Support Mission to the Central African Republic operations and capacity-building support provided to the African Union in other areas such as conflict prevention and mediation, public information, logistics, mine action, and the development of policies and guidelines and concepts of operations ($64,700); support with the implementation of ICT initiatives as a result of recommendations from the AMANI II exercises ($8,700); and the assessment of the financial systems for AMISOM and regions, and the provision of practical advice on effective financial procedures and internal controls for safeguarding African Union Commission resources in implementing the mandates ($9,400).

169. The amount of $57,400 is proposed for travel to participate in the following seminars/conferences/workshops: workshops organized by Headquarters for Chief Budget Officers and Chief Financial Officers, Human Resources Officers, Procurement Officers and Transport Officers to exchange knowledge on current and evolving requirements in these fields in relation to the Office's capacity-building activities for the African Union ($24,900); a Umoja workshop in Entebbe ($6,700); the annual conference of Directors and Chiefs of Mission Support organized by DFS ($7,000); seminars and workshops for the planning of future technology projects to be carried out by various missions and offices, and on ICT best practices in relation to capacity-building for the African Union ($15,500); and the annual public information seminar and journalists' workshop ($3,300).

170. The amount of $95,700 is proposed for travel to attend training courses and workshops to enable staff members to develop substantive knowledge and skills in the areas of advanced mediation and negotiations, conflict analysis and prevention, the prevention and investigation of sexual and gender-based violence in a post-conflict environment, post-conflict reconstruction and development policies, electoral processes, mine action, safety and security, administrative and technical capacity-building, information technology support and maintenance, human resources module in Umoja, and the operation and maintenance of vehicles and to provide training to the African Union on civilian and political leadership in its peacekeeping operations ($4,000).

171. The amount of $21,200 is proposed for travel to Headquarters to attend the budget hearings of the Advisory Committee on Administrative and Budgetary Questions on the support account and conduct related consultations.

172. The higher requirements are attributable to the volume and quality of support for and consultation, coordination and cooperation with the African Union.

	Cost estimates	*Variance*	
Facilities and infrastructure	$113.8	$20.8	22.4%

173. The amount of $113,800 is proposed to provide for common services in connection with the relocation to the shared premises with ECA ($64,000), office supplies ($22,800) and the rental of office equipment for photocopying and printing ($27,000). The charges for common services under facilities and infrastructure provided by ECA are for salaries for security and facilities personnel, insurance of the premises, net supplies and equipment and cleaning services and for utilities, such as water, electricity and fuel and maintenance for generators.

174. The higher requirements are attributable to common service costs under a service agreement with ECA in connection with the relocation of the Office to United Nations premises, offset by alterations to return the former premises back to the initial leased condition, for which provision was made in the 2013/14 budget and will not be required for 2014/15.

	Cost estimates	*Variance*	
Communications	$267.6	$133.4	99.4%

175. The amount of $267,600 is proposed for the provision of non-standard resources for the acquisition of specialized communications equipment, including replacement and spare parts, communications software licences and fees and contractual services for ongoing support to meet peacekeeping business needs, as summarized in the table and detailed in the paragraphs below.

(United States dollars)

Equipment	
Videoconferencing equipment	12 500
Satellite modems	13 200
Satellite transceiver	9 800
Spare parts	5 000
Subtotal	**40 500**
Services	
ECA common services	13 700
Satellite communications service	23 000
Satellite transponder service	51 000
Local Internet services	53 500
Desktop phone hardware and service	5 000
Mobile phone hardware and service	80 900
Subtotal	**227 100**
Total	**267 600**

176. The amount proposed for communications equipment would cover the replacement of a videoconferencing codec unit ($12,500), two spare satellite modems for Umoja corporate systems at $6,600 per unit ($13,200), one spare satellite radio frequency transceiver ($9,800) and spare parts such as batteries and chargers for mobile phones ($5,000).

177. The amount proposed for services would cover common services under communications provided by ECA for Internet, telephone, computing, printing, help desk and office automation (network accounts, shared drives), and a New York long distance extension facility for fax ($13,700); and satellite communications and radio license fees ($23,000), satellite transponder fees ($51,000), local Internet ($53,500) and hardware and service plans for desktop ($5,000) and mobile ($80,900) phones.

178. The higher requirements are attributable to resources for mobile phone services that were inadvertently not budgeted by the Office for 2013/14 and for common services provided by ECA as a result of the move to the shared premises.

	Cost estimates	*Variance*	
Information technology	$118.0	($11.9)	(9.2%)

179. The amount of $118,000 is proposed for the provision of non-standard requirements for the acquisition of specialized information technology equipment and software, software licences and fees and contractual services for ongoing support to meet peacekeeping business needs, as summarized in the table and detailed in the paragraphs below.

(United States dollars)

Equipment	
Replacement computers	9 800
Network equipment	24 000
Spare parts and supplies	49 700
Subtotal	**73 700**
Software licences and fees	16 700
Ongoing services	17 800
Total	**118 000**

180. The amount proposed for information technology equipment would cover requirements for the replacement of desktop computers ($9,800), the replacement of four network routers and switches ($24,000) and spare parts for desktop and laptop computers and printer toner ($49,700).

181. The amount proposed for software licences and fees ($16,700) is required for upgrades to enterprise software utilized by the Office.

182. The amount proposed for services ($17,800) would cover requirements for the Office's support account share of maintenance and repair of information technology equipment, and information technology infrastructure costs (information storage and backup, application hosting, departmental servers and other services), based on rates established by the Information and Communications Technology Division of DFS.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$220.8	($196.5)	(47.1%)

183. The amount of $220,800 is proposed to provide for petrol, oil and lubricants and liability insurance associated with a fleet of 25 vehicles inherited from a closed peacekeeping mission ($139,900); the Office's contribution to the United Nations Health Care Centre at a rate of $400 per staff member, established by the Centre's Executive Committee on the basis of past expenditure trends ($21,600); printing and production associated with newsletters ($5,000), subscriptions ($12,100), hospitality, freight and other related administrative charges ($11,000); and fees for training courses to be attended by staff members related to management and organizational development, information technology, the hands-on use of videoconferencing and satellite equipment, using Inspira and Umoja, and the new telephone system in ECA ($31,200).

184. The lower requirements are attributable to the fact that residential security services are funded through common staff costs.

C. Department of Field Support

(a) Human resources requirements

Category	Approved staffing 2013/14	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/positions requested	Total proposed 2014/15	Change
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	3	–	–	–	3	–
D-1	8	1	–	–	9	1
P-5	33	(1)	1	–	33	–
P-4	81	–	6	–	87	6
P-3	106	–	–	–	106	–
P-2/P-1	4	–	–	–	4	–
Subtotal	**235**	–	**7**	–	**242**	**7**
General Service and related						
Principal level	18	–	–	–	18	–
Other level	138	–	2	–	140	2
Subtotal	**156**	–	**2**	–	**158**	**2**
Total	**391**	–	**9**	–	**400**	**9**
General temporary assistance positions[a]						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	2	(1)	–	–	1	(1)
P-5	3	–	(1)	–	2	(1)
P-4	8	–	(6)	–	2	(6)
P-3	14	(1)	–	–	13	(1)
P-2/P-1	–	–	–	–	–	–
Subtotal	**27**	**(2)**	**(7)**	–	**18**	**(9)**

Category	Approved staffing 2013/14	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts positions requested	Total proposed 2014/15	Change
General Service and related						
Principal level	–	–	–	–	–	–
Other level	8	–	(2)	–	6	(2)
Subtotal	**8**	–	**(2)**	–	**6**	**(2)**
Total	**35**	**(2)**	**(9)**	–	**24**	**(11)**
Grand total	**426**	**(2)**	–	–	**424**	**(2)**

[a] Includes 12 general temporary assistance positions approved for MINUSMA in 2013/14, pursuant to General Assembly resolution 68/259.

(b) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2012/13)	Apportionment (2013/14)	Cost estimates (2014/15)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	61 015.6	60 934.1	62 073.9	1 139.8	1.9
II. Non-post resources					
General temporary assistance	3 566.4	6 018.3	3 992.8	(2 025.5)	(33.7)
Consultants	149.9	786.1	25.0	(761.1)	(96.8)
Official travel	1 118.9	1 638.8	1 267.9	(370.9)	(22.6)
Communications	–	290.1	267.5	(22.6)	(7.8)
Information technology	–	5 336.5	5 319.8	(16.7)	(0.3)
Other supplies, services and equipment	9.7	1 327.8	84.0	(1 243.8)	(93.7)
Subtotal, II	**4 844.9**	**15 397.6**	**10 957.0**	**(4 440.6)**	**(28.8)**
Total	**65 860.5**	**76 331.7**	**73 030.9**	**(3 300.8)**	**(4.3)**

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

185. The mandate of the Office of the Under-Secretary-General for Field Support was established by the General Assembly in its resolution 61/279. The functions of the Office are set out in the Secretary-General's bulletin on the organization of DFS (ST/SGB/2010/2). By its resolution 67/287, the General Assembly approved the reorganization of the Office of the Under-Secretary-General to include a Strategic Support Team and an Operational Support Team.

186. The Office of the Under-Secretary-General comprises the front office, the Office of the Assistant Secretary-General, the Senior Leadership Appointments Section, the Programme Implementation Coordination Team for the global field

support strategy, the integrated operational team officers assigned on an as-needed basis to DPKO, the Conduct and Discipline Unit, the Audit Response and Boards of Inquiry Section, the Field Procurement and Liaison Team, the Risk Management Team, the UNSOA Headquarters Support Team, the Strategic Support Team and the Operational Support Team.

187. The Office comprises capacities to manage the implementation of the global field support strategy; supervise the Department's four functional divisions and the Global Service Centre, which includes UNLB and the information and communications technology facility at Valencia; carry out internal, interdepartmental and external consultation and coordination, as required, by the ongoing and anticipated United Nations field operations; support the delivery of integrated support to DPKO-led operations through the assignment of specialist support officers to integrated operations teams in DPKO and UNSOA; manage the selection of senior leadership positions in field missions; support field missions' senior leadership in the exercise of their responsibilities and accountability for the conduct and discipline of personnel; monitor the operational and compliance risks associated with the delegation of human, financial, ICT and physical resource management authority to supported field missions; and provide guidance on the roles related to the implementation of Umoja and IPSAS to be incorporated into the Department and field missions.

188. During the final year of implementation, the Office, through the continued implementation of the global field support strategy, will work towards mainstreaming new business processes and approaches into the day-to-day work of the Department to ensure that service changes are institutionalized, a culture of continuous business process improvement is in place and the Department is configured to respond effectively to emerging field support needs of missions during the reporting period and into the future. During 2014/15, the strategy will focus on delivering the envisioned end-state across its four pillars.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Positive comments from the legislative bodies and the General Assembly on the global field support strategy and its phased implementation (2012/13: not applicable; 2013/14: 100 per cent; 2014/15: 100 per cent)
	1.2 Endorsement by the General Assembly of all recommendations of the Secretary-General on measures to reform support for United Nations peacekeeping (2012/13: not applicable; 2013/14: 100 per cent; 2014/15: 100 per cent)
	1.3 Conduct and discipline is addressed in all reports of the Secretary-General to the Security Council on peacekeeping operations, as appropriate (2012/13: 100 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)

Outputs

- 96 briefings to the General Assembly and its subsidiary bodies, the Security Council and regional organizations on resource management and field support issues

- 10 presentations on resource management and field support issues at conferences, seminars and other public forums
- 7 visits to Member States to discuss resource management and field support issues
- Annual progress report to the General Assembly on the implementation of the global field support strategy
- 69 consolidated responses to the reports of the United Nations oversight bodies and 16 consolidated reports on the status of the implementation of some 981 recommendations made by the oversight bodies
- 4 reports containing the findings and recommendations made by boards of inquiry
- 12 briefings to Member States and non-governmental organizations about the comprehensive strategy to eliminate sexual exploitation and abuse and other types of misconduct in peacekeeping operations
- 2 meetings of the Inter-Agency Standing Committee Task Force on Protection from Sexual Exploitation and Abuse

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Comprehensive mission support plans are developed to enable the United Nations to mount new or expanded field operations within the timelines prescribed by the Security Council (2012/13: 100 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)

Outputs

- 2 comprehensive mission support plans prepared
- 14 briefings to permanent missions on support services delivered to field missions

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 All allegations of serious misconduct reported to peacekeeping operations are reviewed within 7 days of receipt, for entry in the misconduct tracking system (2012/13: 100 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent) 3.2 Incoming board of inquiry reports are reviewed and processed within 10 days of receipt and referred to the attention of relevant stakeholders through the board of inquiry tracking system (2012/2013: 10 days; 2013/2014: 10 days; 2014/2015: 10 days)

Outputs

- 7 visits to field operations to provide direction to mission leadership on resource management and mission support issues related to mission mandate implementation
- 24 consultations with heads of mission on resource management and mission support issues related to mandate implementation
- 2 technical assessment visits to field operations to prepare mission support plans

- 28 consultations with chiefs and directors of mission support to review and assess their performance
- 3 outreach visits to expand the candidate pool for senior mission appointments and meet organizational objectives for gender and geographical distribution
- Strategic risk management guidance provided to field operations, based on the analysis of the findings and recommendations contained in 133 reports of the oversight bodies
- Some 981 oversight and 383 board of inquiry recommendations recorded in the oversight and board of inquiry tracking systems
- 2 workshops for audit focal points and board of inquiry officers in field operations on ways to improve the follow-up of oversight and board of inquiry recommendations
- 3 operational reviews of internal control frameworks at missions
- 2 operational reviews of the board of inquiry procedures at missions
- 3 visits to peacekeeping operations to provide technical assistance and advice to senior management and conduct and discipline personnel on the implementation of the strategy to address sexual exploitation and abuse and other forms of misconduct
- Analysis of investigation reports and referral for appropriate disciplinary actions by the United Nations or Member States regarding some 300 allegations of misconduct reported to have been committed in peacekeeping operations
- Recording in the misconduct tracking system and tracking of investigations for some 250 category I and 700 category II allegations of misconduct
- Daily average review of 10 staff selection cases submitted for clearance prior to the issuance of an appointment to a peacekeeping operation
- Approximately 200 active delegations of procurement authority managed in the field, including those to directors and chiefs of mission support
- A joint review with the Department of Management of the exercise of the delegation of procurement authority and field procurement procedures
- Provision of strategic guidance on acquisition planning to field missions on the basis of the ongoing review of annual mission plans and periodic updates of the plans
- 1 workshop for chief procurement officers from field operations on the delegation of procurement authority, acquisition planning and issues relating to the Committee on Contracts review
- 30 letters of representation reviewed for compliance with accountability measures in all areas of mission support

External factors

Support from Member States is provided for the implementation of mission mandates through supporting the global field support strategy, including its end-state vision and other frameworks; support for troop- and police-contributing countries is provided in preventing misconduct and processing misconduct cases; and investigation reports from external investigation entities are received in a timely manner

(b) Human resources requirements

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2014/15*	*Change*
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	2	–	–	–	2	–
P-5	13	–	1	–	14	1
P-4	13	–	3	–	16	3
P-3	9	–	–	–	9	–
P-2/P-1	1	–	–	–	1	–
Subtotal	**38**	–	**4**	–	**42**	**4**
General Service and related						
Principal level	1	–	–	–	1	–
Other level	16	–	1	–	17	1
Subtotal	**17**	–	**1**	–	**18**	**1**
Total	**55**	–	**5**	–	**60**	**5**
General temporary assistance positions[a]						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	2	(1)	–	–	1	(1)
P-5	2	–	(1)	–	1	(1)
P-4	4	–	(3)	–	1	(3)
P-3	1	(1)	–	–	–	(1)
P-2/P-1	–	–	–	–	–	–
Subtotal	**9**	**(2)**	**(4)**	–	**3**	**(6)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	2	–	(1)	–	1	(1)
Subtotal	**2**	–	**(1)**	–	**1**	**(1)**
Total	**11**	**(2)**	**(5)**	–	**4**	**(7)**
Grand total	**66**	**(2)**	–	–	**64**	–

[a] Includes seven general temporary assistance positions approved for MINUSMA in 2013/14, pursuant to General Assembly resolution 68/259.

(c) Justification of posts

189. The approved staffing establishment of the Office of the Under-Secretary-General comprises 55 posts (2 D-1, 13 P-5, 13 P-4, 9 P-3, 1 P-2, 1 GS (PL) and 16 GS (OL)) and nine general temporary assistance positions (1 D-1, 2 P-5, 4 P-4 and 2 GS (OL)) funded from the support account, distributed across the various sections and teams, as described in the introduction above.

United Nations Multidimensional Integrated Stabilization Mission in Mali Headquarters Support Team

Conversion of four general temporary assistance positions (1 P-5 Senior Support Officer, 2 P-4 Planning Officers, 1 GS (OL) Administrative Assistant — MINUSMA) to posts

190. Six of the nine general temporary positions, consisting of a Team Leader (D-1), one Senior Support Officer (P-5), three Planning Officers (2 P-4 and 1 P-3) and one Administrative Assistant (GS (OL)), were approved by the General Assembly in its resolution 68/259 for the backstopping of MINUSMA. For the reasons explained in paragraph 19 above, it is proposed that four temporary positions, of Senior Support Officer (1 P-5), Planning Officer (2 P-4) and Administrative Assistant (1 GS (OL)), be converted to posts, in order to establish a Headquarters support team dedicated to backstopping MINUSMA. In order to maintain consistency in strategic and policy guidance as well as to foster relationships with external and internal partners, it is essential to ensure staff retention, continuity of support, institutional knowledge and expertise. As the complex and multidimensional peacekeeping mission in Mali reaches its full authorized troop strength, and with the growing police and civilian presence throughout the country, the Office anticipates an ongoing need for dedicated Headquarters support, coordination and planning capacity for MINUSMA. As a result of progress in the implementation of the Ouagadougou Preliminary Agreement and the restoration of State authority in the north of the country, and also as a result of disarmament, demobilization and reintegration efforts and of the return of displaced populations, the need for a longer-term, well-coordinated team in mission support and planning has greatly increased. The establishment of such a team would address the increased demands on the Department's support, coordination and planning capacity regarding the operation in Mali.

191. The core functions of the MINUSMA Headquarters Support Team would be to assist the Mission and senior management with the strategic planning, policy guidance and implementation of all aspects of the Mission's mandate, in achieving its goals and outputs identified in the mission support plan of MINUSMA. A key task of the Support Team would be to coordinate and monitor the implementation of the plan across DFS entities. This would include identifying deliverables, timelines and annexes in line with the Security Council mandate, entail a higher visibility of DFS with Member States, regional organizations, donors and the broader community, and require that a very strong link be maintained between the Mission and Headquarters at the strategic level and on all discussions with external parties.

Integrated Operational Team

Conversion of one general temporary assistance position (1 P-4 Support Officer-specialist — MINUSMA) to a post

192. The approved staffing establishment of the Office of the Under-Secretary-General comprises seven specialist posts (7 P-5) and one specialist general temporary assistance position funded from the support account, which supports the integrated operational teams in the Office of Operations. As explained in paragraphs 19 and 81 to 83 above, it is proposed that the general temporary assistance position of Support Officer (P-4) for the backstopping of MINUSMA be converted to a specialist post to support the integrated operational teams in the Office of Operations.

Strategic Support Team

Redeployment of one post (P-3 Programme Officer) to the Audit Response and Boards of Inquiry Section

193. The approved staffing establishment of the Strategic Support Team comprises five posts (2 P-4, 1 P-3 and 2 GS (OL)), funded from the support account, and includes the risk management function.

194. This capacity has been adequate to gain consensus and create initial direction on DPKO/DFS risk management guidance, and is under review to ensure adequate oversight of the implementation of and compliance with the prescribed risk management process, to monitor risk on an ongoing basis and to provide high-quality strategic advice to senior management of DPKO/DFS on risk-related matters. The increased recognition of the importance of the proactive management of risk, the expansion of risk management activities and, in particular, the imminent implementation of the Secretary-General's policy on enterprise risk management and internal control has led to a dramatic increase in the need for the provision of extensive risk management guidance and expertise to Headquarters and field missions management. It has been determined that the risk management function would be better placed in the Audit Response and Boards of Inquiry Section to incorporate inputs from the Audit Response and Boards of Inquiry functions in the risk management process, and where it would leverage the activities in these areas to identify areas of uncertainty and the resultant risk posed to strategic objectives for both Headquarters and field missions.

195. In this connection, it is proposed that one post of Programme Officer (P-3) with risk management functions be redeployed from the Strategic Support Team to the Audit Response and Boards of Inquiry Section to ensure closer alignment with its responsibilities. Relocating the risk management function into the Audit Response and Boards of Inquiry Section and establishing a formal risk management team would be a first step in creating a capacity for ongoing expert guidance and ensuring that a pragmatic and consistent method of risk management is made available for embedding in the processes of the Organization. The current capacity of the risk management function would support the development of guidance and the first wave of implementation. However, the adequacy of this capacity will be reviewed in the future in accordance with the volume of inbound risk-related data and the requirement for implementation and analysis.

(d) Justification of general temporary assistance positions

United Nations Support Office for the African Union Mission in Somalia Headquarters Support Team

Senior Support Officer (1 P-5 position, continuation)

Support Officer (1 P-4 position, continuation)

Administrative Assistant (1 GS (OL) position, continuation)

196. The approved staffing establishment of the UNSOA Headquarters Support Team, which currently reports to the Under-Secretary-General, comprises three general temporary assistance positions (1 P-5, 1 P-4 and 1 GS (OL)), funded from the support account. The Team is dedicated to supporting the operations of AMISOM through UNSOA and the newly established special political mission for Somalia (UNSOM) of the Department of Political Affairs. The Team is a mission-specific resource with the primary focus of assisting the missions and senior management with the strategic planning, policy guidance and implementation of all aspects of the UNSOA mandate, and requires close coordination with the relevant offices at Headquarters and with the African Union.

197. This entails higher visibility for the Department among Member States, regional organizations, donors and the broader community, together with the requirement for a very strong link between Headquarters and UNSOA at the strategic level and on all discussions with external parties. As the African Union continues to expand the AMISOM area of operations beyond Mogadishu and into all four sectors, the scale and complexity of UNSOA operations increase, as does the UNSOA staff presence in Somalia, with the associated risks to United Nations staff. Furthermore, AMISOM and UNSOM are not peacekeeping missions and therefore do not have the support of an integrated operational team. Thus, there is a continued requirement to retain the UNSOA Headquarters Support Team at its present strength to provide the capacity necessary for strategic planning and coordination at Headquarters.

198. In the light of the dynamic situation in Somalia, the increased troop strength authorized for AMISOM and the heavy workload, it is proposed that three general temporary assistance positions, of Senior Support Officer (P-5), Support Officer (P-4) and Team Assistant (GS (OL)), be continued. A lack of such resources to ensure proper planning, policy implementation and support strategy would have an adverse impact on the ability of DFS to support UNSOA in delivering its mandate to AMISOM and UNSOM.

Programme Implementation Coordination Team

Team Leader (1 D-1 position, continuation)

199. The approved staffing establishment of the Programme Implementation Coordination Team comprises five posts (1 P-5, 2 P-4, 1 P-3 and 1 GS (OL)) and one general temporary assistance position (D-1), funded from the support account. The global field support strategy provides for comprehensive organizational change aimed at improving the overall quality, speed and efficiency of service delivery to United Nations field missions. The strategy's five-year implementation period will come to an end in the 2014/15 period. To this end, the Programme Implementation Coordination Team will continue to plan, manage and coordinate the programme of

work associated with the strategy. The Team supports the related accountability and management frameworks to facilitate comprehensive and detailed reporting to Member States on a regular basis. The Team coordinates efforts among DFS divisions at Headquarters, the Global Service Centre, the Regional Service Centre and field missions.

200. The Team also coordinates efforts among various departments and offices, including DPKO, the Department of Political Affairs, the Department of Safety and Security and the Office of Human Resources Management, the Office of Programme Planning, Budget and Accounts and the Office of Central Support Services of the Department of Management. The Team is responsible for planning, monitoring and reporting on the implementation of the strategy on the basis of a set of management indicators. The Team also ensures the successful implementation of the strategy and recommends corrective action to the Under-Secretary-General for Field Support and the Strategy Steering Committee.

201. Accordingly, it is proposed that the general temporary assistance position of Team Leader (D-1) be continued to provide senior management with the oversight and coordination necessary for the timely and comprehensive implementation of the strategy, ensuring that related activities are contributing to the attainment of the strategic objectives. The position of Team Leader continues to demand the experience at the D-1 level to ensure the necessary high-level coordination of this change initiative, as well as managing the strategy's governance framework on behalf of the Under-Secretary-General for Field Support, in close cooperation with Secretariat partners. Senior-level management and oversight of the implementation process at the D-1 level will be particularly critical during the strategy's concluding year to ensure that the new service delivery model is mainstreamed into the day-to-day work of the Department, service centres and field missions, as well as to position the Department for effective corporate planning and business improvement going forward.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2012/13)	*Apportionment (2013/14)*	*Cost estimates (2014/15)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	9 537.9	9 546.3	10 396.7	850.4	8.9
II. Non-post resources					
General temporary assistance	968.7	2 167.7	830.9	(1 336.8)	(61.7)
Official travel	280.5	252.3	446.7	194.4	77.1
Subtotal, II	**1 249.2**	**2 420.0**	**1 277.6**	**(1 142.4)**	**(47.2)**
Total	**10 787.1**	**11 966.3**	**11 674.3**	**(292.0)**	**(2.4)**

(f) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$10 396.7	$850.4	8.9%

202. The provision would cover the salaries, common staff costs and staff assessments for the 60 proposed posts. The higher requirements are attributable to the proposed conversion of five general temporary assistance positions to posts, offset by the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	Variance	
General temporary assistance	$830.9	($1 336.8)	(61.7%)

203. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of four general temporary assistance positions. The lower requirements are attributable to the proposed conversion of five general temporary assistance positions to posts and the discontinuation of two general temporary assistance positions, and the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	Variance	
Official travel	$446.7	$194.4	77.1%

204. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	393 500	7 visits to Member States to discuss resource management and field support issues 7 visits to field operations to provide direction to mission leadership on resource management and mission support issues related to mission mandate implementation 2 technical assessment visits to field operations to prepare mission support plans 3 visits to peacekeeping operations to provide technical assistance and advice to senior management and conduct and discipline personnel on the implementation of the strategy to address sexual exploitation and abuse and other forms of misconduct A joint review with the Department of Management for the exercise of delegations of procurement authority and field procurement procedures
Technical support	32 000	3 operational reviews of internal control frameworks at missions

Type of travel	*Amount*	*Output reference*
		2 operational reviews of the board of inquiry procedures at missions
Other	21 200	3 outreach visits to expand the candidate pool for senior mission appointments and meet organizational objectives for gender and geographical distribution
Total	**446 700**	

205. The amount of $393,500 is proposed for travel to undertake the following mission planning/assessment/consultation activities: visiting major troop- and police-contributing countries, major financial contributors and peacekeeping missions to discuss and advise on field support issues and mandate implementation ($262,600); observing the implementation of the global field support strategy through participation in steering committees at the global and regional service centres in Brindisi and Entebbe, respectively, and visits to select peacekeeping missions ($102,700); reviewing the exercise of delegations of procurement authority and field procurement procedures jointly with the Headquarters Committee on Contracts of the Department of Management ($17,500); and providing advice and updates on conduct and discipline issues ($10,700).

206. The amount of $32,000 is proposed for travel to undertake the following technical support activities: conducting a review of field operations' internal control frameworks, based on the high-risk areas identified in reports of oversight bodies, and guiding missions in implementing measures to improve internal control systems and reduce repeated audit findings ($18,400); and providing support on board of inquiry matters by guiding missions in reviewing their procedures and by rendering advice, as well as by raising the awareness of mission senior management ($13,600).

207. The amount of $21,200 is proposed for other travel to Africa, the Middle East and Asia for senior leadership outreach visits to Member States, professional, governmental and non-governmental organizations and United Nations agencies, funds and programmes to expand the candidate pool for senior appointments in the field.

208. The higher requirements are attributable to the activities of the newly established Operational Support Team and to the need to undertake trips to ensure that shared services are established and maintained in the regions that lack service centres, including West Africa and the Middle East.

2. Field Budget and Finance Division

(a) Results-based-budgeting framework

209. The mandate of the Field Budget and Finance Division was established by the General Assembly in its resolution 61/279. The functions of the Division are set out in the Secretary-General's bulletin on the organization of DFS (ST/SGB/2010/2). By its resolution 65/290, the General Assembly approved the reorganization of the Office to include, in the Budget Performance and Reporting Service, sections for policy guidance and coordination, capacity development and strategic resourcing.

210. The Division comprises the Office of the Director, the Budget and Performance Reporting Service and the Memorandum of Understanding and Claims Management Section.

211. The Division will focus on providing strategic support to field operations in the pursuit of efficiencies and financial stewardship, which would include the in-depth review of major costs and resourcing standards, following the General Assembly's consideration of the role of the Division, in its resolution 67/287.

212. Priorities for the period also include the implementation of the new framework for the reimbursement of personnel costs for troop- and police-contributing countries, in accordance with the General Assembly's resolution 67/261, as well as the implementation of the outcomes of the 2014 Working Group on Contingent-Owned Equipment. Assistance to peacekeeping operations will continue to be provided on the implementation of Umoja and IPSAS.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Contingent-owned equipment reimbursement claims assessed and processed quarterly within 3 months of the end of the relevant quarter (2012/13: 3 months; 2013/14: 3 months; 2014/15: 3 months)
	1.2 Security Council informed of the resource and field support implications during the consideration of new or expanded field operations (2012/13: 100 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)

Outputs

- Resource implications for 6 proposals to the Security Council with significant financial and field support implications
- Liability of the United Nations for all contingent-owned equipment reimbursement claims and death and disability compensation claims assessed and calculated for all relevant field operations
- Provision of advice on the contingent personnel and equipment reimbursement frameworks and death and disability compensation matters to all relevant field operations and permanent missions to the United Nations of troop- and police-contributing countries
- Negotiations completed for up to 10 memorandums of understanding regarding new contingents deployed to new and/or existing missions, and amendments to up to 369 existing memorandums with respect to the reimbursement of contingent-owned equipment
- 30 briefings to permanent missions, and other delegations from Member States, with regard to memorandums of understanding and the contingent personnel and equipment reimbursement frameworks, including 6 predeployment visits to troop- and police-contributing countries
- Quarterly reports to troop- and police-contributing countries on gaps in required contingent-owned equipment and the status of memorandums of understanding and claims for reimbursement for contingent-owned equipment
- Implementation of amendments to the contingent-owned equipment manual based on decisions adopted by the 2014 Working Group and the General Assembly

- Implementation of a revised personnel reimbursement framework for troop- and police-contributing countries, including the preparation of comprehensive guidance material
- 4 quarterly briefings to Member States on policies and procedures relating to contingent personnel and equipment reimbursement and death and disability compensation and letters of assist

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Submission of budget proposals for new and expanding missions within 90 days of the adoption of a related Security Council resolution (2012/13: 90 days; 2013/14: 90 days; 2014/15: 90 days)

Outputs

- Provision of 4 resource plans and cost estimates for the implementation of new or expanding field operations mandated by the Security Council
- Direct support for the establishment of field financial and budgetary functions in new or restructured field operations
- A comprehensive review of the application of the standard funding model in MINUSMA
- Negotiations completed for memorandums of understanding for up to 10 contingents deployed to new field operations

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Reduction in the average cost per uniformed personnel deployed in peacekeeping operations (2012/13: not applicable; 2013/14: not applicable; 2014/15: 1 per cent)

Outputs

- 6 cross-cutting analytical reports on major resourcing elements and 15 integrated resource indicator scorecards in peacekeeping operations to improve cost-effectiveness in field resourcing
- 12 visits to provide on-site support to field operations, including strategic guidance and the development of major resourcing priorities, analysis of major cost efficiencies, and the implementation of financial administration initiatives
- 1 review of major resourcing standards, as well as updated pricing and asset distribution methodology
- Analysis and impact of the major resourcing aspects of up to 3 major, multidimensional projects with implications for field operations
- 6 joint comprehensive civilian staffing reviews
- Support for 6 field missions and 2 service centres (the Regional Service Centre in Entebbe and the Global Service Centre) for the re-engineering of financial processes and staffing requirements, including the implementation of shared services entities
- Assessment of job descriptions for all field financial positions with due regard to shifting requirements in the implementation of Umoja, the service centres and IPSAS

- Administration of the residual affairs of 7 liquidating field missions, including follow-up on outstanding and disputed payments, reconciliation and closure of remaining bank accounts, and compliance with outstanding administrative requirements
- Establishment of the annual resource proposal for and analysis and monitoring of the annual costs of contingent personnel and equipment reimbursement in all relevant field operations
- Negotiation of 12 agreements with the United Nations Volunteers Programme in regard to the services of United Nations Volunteers deployed to field operations

External factors

Peacekeeping partners will cooperate to ensure the timely completion and implementation of memorandums of understanding on the provision of troops and contingent-owned equipment

(b) Human resources requirements

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2014/15*	*Change*
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	1	–	–	–	1	–
D-1	1	–	–	–	1	–
P-5	3	–	–	–	3	–
P-4	15	–	1	–	16	1
P-3	21	–	–	–	21	–
P-2/P-1	1	–	–	–	1	–
Subtotal	**42**	**–**	**1**	**–**	**43**	**1**
General Service and related						
Principal level	4	–	–	–	4	–
Other level	27	–	–	–	27	–
Subtotal	**31**	**–**	**–**	**–**	**31**	**–**
Total	**73**	**–**	**1**	**–**	**74**	**1**
General temporary assistance positions[a]						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	1	–	–	–	1	–

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts positions proposed*	*Total proposed 2014/15*	*Change*
P-4	1	–	(1)	–	–	(1)
P-3	–	–	–	–	–	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**2**	**–**	**–**	**–**	**1**	**–**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	1	–
Subtotal	**1**	**–**	**–**	**–**	**1**	**–**
Total	**3**	**–**	**(1)**	**–**	**2**	**(1)**
Grand total	**76**	**–**	**–**	**–**	**76**	**–**

[a] Includes one general temporary assistance position approved for MINUSMA in 2013/14, pursuant to General Assembly resolution 68/259.

(c) Justification of posts

Budget and Performance Reporting Service

213. The approved staffing establishment of the Budget and Performance Reporting Service comprises 45 posts (1 D-1, 2 P-5, 10 P-4, 11 P-3, 1 P-2, 2 GS (PL) and 18 GS (OL)), distributed across the front office and three sections (the Strategic Resourcing Section, the Capacity Development Section and the Policy Guidance and Coordination Section) and one general temporary assistance position of Finance and Budget Officer (P-4), funded from the support account. The general temporary assistance position was approved by the General Assembly in its resolution 68/259 for the backstopping of MINUSMA.

Renaming of the Budget and Performance Reporting Service as the "Strategic Resourcing Support Service"

214. While recognizing that the Budget and Performance Reporting Service continues to play an integral role in annual budget development and performance reporting processes for field missions, the Division increasingly focuses its efforts on the strategic management of mission resources, the provision of strategic guidance to missions on resource requirements, including through the work of the DFS resource efficiency group, and the monitoring of mission expenditures, noting that such an enhanced role in the strategic oversight and management of resources is fully consistent with the evolving role of DFS at Headquarters in the context of the global field support strategy. On the basis of such adjustments to the Division's priorities, supported by approved structural reorganization pursuant to General Assembly resolution 65/290, it is proposed to rename the Budget and Performance Reporting Service as the "Strategic Resourcing Support Service".

Strategic Resourcing Section

Conversion of one general temporary assistance position (1 P-4 Finance and Budget Officer — MINUSMA) to a post

215. The approved staffing establishment of the Strategic Resourcing Section comprises 14 posts (4 P-4, 3 P-3, 1 P-2, 1 GS (PL) and 5 GS (OL)) funded from the support account.

216. For the reasons explained in paragraph 19 above, it is proposed that the general temporary assistance position of Finance and Budget Officer (P-4) for the backstopping of MINUSMA be converted to a post to provide dedicated support to MINUSMA, including budget preparation and implementation, trust fund management and back-office finance functions. Providing support to MINUSMA remains a significant challenge driven by the complexity of its mandate, its overall resource requirements and its financial and operational framework. Critical continuing tasks include support for the operations of the trust funds (including donor liaison and reporting); the implementation and operation of back-office finance functions; the development of resourcing requirements for 2015/16; and reporting to the General Assembly on the lessons learned in the application of the standardized funding model to MINUSMA.

Capacity Development Section

Reassignment of one post (Computer Information Systems Assistant (GS (OL)) from the Capacity Development Section to the Memorandum of Understanding and Claims Management Section as Administrative Assistant (GS (OL))

217. The approved staffing establishment of the Capacity Development Section comprises 16 posts (1 P-5, 4 P-4, 4 P-3 and 7 GS (OL)) funded from the support account. The Section is responsible for supporting the field recruitment process with regard to finance and budget functions, in particular the extensive roster exercise, the development and expansion of dedicated budgetary and financial training, and technology initiatives, such as enterprise resource planning and finance and budget information technology.

218. The current functions of the Information Systems Assistant in the Capacity Development Section involve support for the development of business processes and information technology applications and functionalities, and the re-engineering of systems and processes in field missions, which will continue to be provided through the Section's remaining four Information Technology Officers and Assistants (1 P-4 Chief, 1 P-3 Systems Analyst, 1 P-2 Associate Programme Analyst and 1 GS (OL) Information Management Assistant).

219. Reimbursement of costs to troop- and police-contributing countries, for both equipment and personnel, and the role that it plays in generating the capabilities needed for peacekeeping operations, is a fundamental component underpinning the peacekeeping partnership between the Secretariat and Member States, as well as planning and managing peacekeeping missions. Furthermore, these reimbursements to countries contributing military and police contingents approach 30 per cent of all peacekeeping costs. The adoption by the General Assembly of its resolution 67/261, by which the Assembly approved the recommendations and conclusions contained in the report of the Senior Advisory Group established pursuant to resolution 65/259 to consider rates of reimbursement to troop-contributing countries and other related

issues (A/C.5/67/10), has highlighted the importance of the reimbursement framework and its role in enhancing the effectiveness of United Nations peacekeeping and the peacekeeping partnership.

220. In support of the change to the troop personnel reimbursement framework, two general temporary assistance positions (1 P-5 Senior Programme Officer and 1 GS (OL) Administrative Assistant (GS (OL)) were approved in the Office of the Director by the General Assembly for one year to conduct a survey of costs during the 2013/14 period. In addition, support for the implementation of the triennial Working Group on the contingent-owned equipment framework, including the capture of cost data from troop- and police-contributing countries, has shown that a standing capacity is needed in supporting the preparations for the Working Group and the implementation of the contingent-owned equipment reimbursement framework, including the changes agreed by the General Assembly in its resolution 67/261.

221. In the first instance, the Senior Advisory Group recommended that data on troop and police costs be collected and that the rates of reimbursement be reviewed every four years. A major element of the approach set out by the Group is direct assistance from the Secretariat to participating countries. The magnitude and complexity of this exercise suggests that a specific process will need to be conducted over at least two years from end to end. In addition, systematic and standing capacity is required to manage relationships with contributing countries and to ensure that the process is consistent, coherent and properly documented from one survey to the next.

222. In addition, the new troop personnel framework is expected to be implemented as from 1 July 2014. The new framework will include a number of complex elements not previously incorporated in the determination of troop reimbursement amounts. The ongoing revision to the reimbursement framework, and its implementation, will be ongoing functions. In this connection, it is proposed that one post of Information Systems Assistant (1 GS (OL)) be reassigned from the Capacity Development Section to the Memorandum of Understanding and Claims Management Section to perform the functions of Administrative Assistant, to assist with the activities that will follow as a result of the changes to the contingent-owned equipment and personnel reimbursement frameworks. Responsibilities would involve administrative management, drafting, coordination and client orientation skills, which will be essential to enhance the capacity of the Section.

Office of the Director

223. The approved staffing establishment of the Office of the Director comprises 10 posts (1 D-2, 2 P-4, 3 P-3, 4 GS (OL)) and two general temporary assistance positions, funded from the support account.

Redeployment of one post (P-4 Finance Officer) from the Office of the Director to the Memorandum of Understanding and Claims Management Section

224. For the reasons explained in the reassignment proposal set out above, it is proposed that one post of Finance Officer (1 P-4) be redeployed from the Office of the Director to the Memorandum of Understanding and Claims Management Section to provide the capacity needed to manage the ongoing activities that will follow as a

result of the changes to the contingent-owned equipment and personnel reimbursement frameworks.

Redeployment of one post (P-3 Finance Officer) from the Office of the Director to the Capacity Development Section of the Budget and Performance Reporting Service

225. The Division's role with regard to field recruitment was supported through the Office of the Director in the past and has been migrated to the Capacity Development Section of the Budget and Performance Reporting Service to ensure that the increasing workload can be met and that requirements are fully integrated with the evolving needs of field missions, as well as other modalities of ensuring that the capacities of field financial functions are met.

226. The Capacity Development Section supports 37 field operations in ensuring that skills, processes, and systems are best able to meet the needs of financial management and stewardship functions in the mission. Major elements of this work include the recruitment of international staff, analysis and re-engineering of major business processes and support for the maintenance and implementation of system requirements. As part of this role, the Section leads the Division's support provided to field missions for major reforms taking place throughout the United Nations, including the implementation of IPSAS and Umoja, and the establishment of service centre and other back-office arrangements as part of the global field support strategy. This includes direct guidance and other support for missions in implementing IPSAS, the analysis of monthly IPSAS implementation progress reports from each mission and in situ reviews of progress, the provision of IPSAS training, expert assistance in recruiting international candidates to all rosters for field financial roles, and assistance in establishing new processes at the Regional Service Centre. Furthermore, the Section provides support in considering the funding requirements for a portfolio of 14 field missions.

227. Given that staffing and structures across peacekeeping missions will be under review and reform, and that the provision of support to field missions in staff selection for key finance positions, including the facilitation and coordination of Expert Panel recruitment exercises for populating the rosters of the Finance and Budget Occupational Group would still be required, the Division will need to dedicate capacity to these efforts. In this connection, it is proposed that one post of Finance Officer (P-3) be redeployed from the Office of the Director to the Capacity Development Section. The redeployment would recognize the practice already in place in the Division whereby expert assistance for field recruitment of financial functions is embedded within the wider capacity development framework. The Office of the Director will continue to provide support to the Division in recruiting its own staff, as well as for budgetary issues, organizational development, support services and the operational requirements of the Division.

(d) Justification of general temporary assistance positions

Memorandum of Understanding and Claims Management Section

Senior Programme Officer (1 P-5 position, continuation)

Administrative Assistant (1 GS (OL) position, continuation)

228. The approved staffing establishment of the Memorandum of Understanding and Claims Management Section comprises 18 continuing posts (1 P-5, 3 P-4, 7 P-3,

2 GS (PL) and 5 GS (OL)) funded from the support account. The Section is responsible for administering contingent-owned equipment and personnel reimbursements.

229. In support of the change to the personnel reimbursement framework, two general temporary assistance positions (1 P-5 Senior Programme Officer and 1 GS (OL) Administrative Assistant (GS (OL))) were approved in the Office of the Director by the General Assembly for one year to conduct a survey of costs during the 2013/14 period. The processes for the survey on troop reimbursement/ contingent-owned equipment reimbursement have become more complex within the new personnel reimbursement framework, and politically and operationally sensitive. The survey and equipment-owned equipment negotiations require active management. The process highlighted the importance of this element of the peacekeeping partnership and introduced a significant expansion in complexity of the Secretariat's work. Aside from the implementation of a new cost survey methodology, which now requires the direct assistance of the Secretariat, the new personnel reimbursement framework introduces a number of complex assessment processes and calculations that need to be performed throughout the year and on an ongoing basis. This includes the assessment of the carriage of duties by each contingent with regard to the possible payment of premiums for those most applicable, as well as separate work to ensure that enabling capabilities most sought after by the Secretariat are paid a premium. In addition, personnel reimbursement payments must now be aligned with the presence of agreed contingent-owned equipment in each contingent, with the added burden of new elements needing to be introduced into the verification regime. The current framework for administering contingent-owned equipment reimbursements illustrates the tasks and associated resources required for the new personnel reimbursement framework. Tasks are not limited to the ongoing assessment of complex claims, but also include constant engagement with Member States in explaining both the framework and individual payments. This role includes participation in predeployment visits and will now be a major expectation of Member States with regard to the new personnel reimbursement framework. The Section also administers a triennial cost survey for contingent-owned equipment involving support over the full three years, including preparations and communications with Member States before the survey date, as well as the preparation of reports to the legislative bodies and subsequent implementation of the General Assembly's decisions. A similar level of intensity can be expected in administering the four-yearly personnel cost survey now introduced by the General Assembly; the new survey cannot be seen as either a one-year effort or a one-off activity, but one that must be sustained internally and in engaging with Member States.

230. Accordingly, it is proposed that the two general temporary assistance positions, of Senior Programme Officer (P-5) and Administrative Assistant (GS (OL)), be continued in the Memorandum of Understanding and Claims Management Section to fulfil the new requirements for the first year of implementation of the changes to the contingent-owned equipment and personnel reimbursement frameworks.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2012/13)	Apportionment (2013/14)	Cost estimates (2014/15)	Variance	
				Amount	Percentage
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	10 415.0	11 031.1	11 136.7	105.6	1.0
II. Non-post resources					
General temporary assistance	–	540.2	341.7	(198.5)	(36.7)
Consultants	–	719.1	–	(719.1)	(100.0)
Official travel	111.2	780.6	165.4	(615.2)	(78.8)
Other supplies, services and equipment	–	1 302.8	–	(1 302.8)	(100.0)
Subtotal, II	**111.2**	**3 342.7**	**507.1**	**(2 835.6)**	**(84.8)**
Total	**10 526.2**	**14 373.8**	**11 643.8**	**(2 730.0)**	**(19.0)**

(f) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$11 136.7	$105.6	1.0%

231. The provision would cover the salaries, common staff costs and staff assessments for 74 proposed posts. The higher requirements are attributable to the proposed conversion of one general temporary assistance position to a post, offset by the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	*Variance*	
General temporary assistance	$341.7	($198.5)	(36.7%)

232. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of two general temporary assistance positions. The lower requirements are attributable to the proposed conversion of one general temporary assistance position to a post and the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	*Variance*	
Consultants	–	($719.1)	(100.0%)

233. The variance reflects the fact that consultancy services rendered in connection with the survey for troop personnel reimbursement, for which a provision was made in the 2013/14 budget, will not be required in 2014/15.

	Cost estimates	Variance	
Official travel	$165.4	($615.2)	(78.8%)

234. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	12 500	12 visits to provide on-site support to field operations, including strategic guidance and development of major resourcing priorities, analysis of major cost efficiencies, and implications of financial administration initiatives
Technical support	122 300	12 visits to provide on-site support to field operations, including strategic guidance and development of major resourcing priorities, analysis of major cost efficiencies, and implications of financial administration initiatives 30 briefings to permanent missions, and other delegations from Member States, with regard to memorandums of understanding and the contingent personnel and equipment reimbursement frameworks, including 6 predeployment visits to troop- and police- contributing countries
Seminars/conferences/workshops	30 600	Assessment of job descriptions for all field financial positions with due regard to shifting requirements in the implementation of Umoja, service centres and International Public Sector Accounting Standards 12 visits to provide on-site support to field operations, including strategic guidance and development of major resourcing priorities, analysis of major cost efficiencies, and implications of financial administration initiatives
Total	**165 400**	

235. The amount of $12,500 under mission planning/assessment/consultation activities is proposed for travel with the Fifth Committee delegates of Member States during their annual visit to field operations in order to present the nature of the challenges encountered in carrying out the Organization's mandates.

236. The amount of $122,300 is proposed for travel to undertake the following technical support activities: providing on-site guidance with the mission-led budget development process ($44,600); developing major mission-specific and cross-cutting improvements to financial administration practices, including the implementation of IPSAS and Umoja and shared services arrangements ($24,300); providing predeployment briefings to troop- and police-contributing countries on contingent-owned equipment reimbursement, memorandums of understanding and reimbursement policies and procedures ($33,800); and additional engagement with troop-contributing countries with regard to the implementation of the contingent-owned equipment and personnel reimbursement frameworks ($19,600).

237. The amount of $30,600 is proposed for travel to organize or participate in the following seminars/conferences/workshops: a budget workshop in Entebbe to provide on-site support to field operations, including the development of mission

budget priorities, analysis of major cost efficiencies and implementation of significant financial administration initiatives ($10,200); and an IPSAS/Umoja workshop to brief field-based finance and budget officers on the changes made to finance and budget processes as a result of new policies, procedures and systems, including IPSAS and Umoja ($20,400).

238. The lower requirements are attributable to the fact that the travel of representatives of Member States in connection with the meetings of the triennial Working Group on Contingent-Owned Equipment, held in New York, and travel for the survey relating to the personnel reimbursement framework, for which provisions were made in the 2013/14 budget, will not take place in 2014/15.

	Cost estimates	*Variance*	
Other supplies, services and equipment	–	($1 302.8)	(100.0%)

239. The variance reflects the fact that non-recurring requirements for the triennial Working Group on Contingent-Owned Equipment, for which a provision was made in the 2013/14 budget, will not be required for 2014/15.

3. Field Personnel Division

(a) Results-based-budgeting framework

240. The mandate of the Field Personnel Division was established by the General Assembly in its resolution 61/279. The functions of the Division are set out in the Secretary-General's bulletin on the organization of DFS (ST/SGB/2010/2).

241. The Division comprises the Office of the Director, the Field Personnel Operations Service and the Field Personnel Specialist Support Service.

242. The main priorities of the Field Personnel Division for the 2014/15 period are to continue to provide dedicated support in the area of human resources services to United Nations peacekeeping operations, to attract and retain the best talent and to implement all aspects with regard to the integrated human resources management framework component of the global field support strategy as outlined in the third progress report on its implementation (A/65/643). The Division will continue to ensure that field missions are acquiring the required civilian staff and non-staff capacity through optimized business processes and appropriate delegations of authority while maintaining a suitable global field-based workforce for mission planning and performance monitoring. To better achieve the goals of the global field support strategy end-state under the integrated human resources management framework and to better support the associated practical changes in business workflow across all levels of the human resources support provided to the field, a realignment of the Division's activities will be envisaged. In particular, greater emphasis would be placed on the strategic elements of the human resources management framework, such as workforce planning and outreach, monitoring of the provision and consistent application of guidance, the development of human resources professionals and career support for staff in transitioning missions.

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Peacekeeping missions in a start-up, expansion or transition phase meet the incumbency target rates specified in the Compact at the end of the reporting period for their staffing table authorization of international civilian personnel (2012/13: 1 vacancy rate target for all categories of staff; 2013/14: vacancy rate target ranges for international staff and for national staff; 2014/15: vacancy rate target ranges for international staff and for national staff) 2.2 Increased number of arrivals of civilian personnel in peacekeeping missions as a result of selections from the roster (2012/13: 1,140; 2013/14: 1,152; 2014/15: 1,300) 2.3 Increase of 3 per cent in the total number of women on the rosters of candidates endorsed by the central review bodies

Outputs

- Maintenance of a workforce plan, including an analysis of supply and demand, forecast requirements, projected future trends and identified capacity gaps in the roster
- Maintenance of current rosters across 25 job families with at least 1,500 candidates endorsed by the central review bodies available for immediate selection against mission vacancies

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 All stable peacekeeping operations achieve the annual average incumbency target rates specified in the Compact for their staffing table authorization of national and international civilian personnel (2012/13: 1 vacancy rate target for all categories of staff; 2013/14: vacancy rate target ranges for international staff and for national staff; 2014/15: vacancy rate target ranges for international staff and for national staff)

Outputs

- Direct strategic advisory, performance measurement and monitoring of all 72 delegated human resources management authorities in field operations
- Engagement with 15 Member States to develop outreach initiatives through consultations and 2 regional outreach visits
- Transfer of specific human resources-related support material into Inspira and new and updated online human resources-related training materials and evaluation modules in Inspira
- 2,000 field personnel provided with career guidance, career planning answers to mobility- and career-related queries

- Visits to 3 peacekeeping missions (UNAMID, UNMIL and UNOCI) to deliver on-site required and requested advice and technical support, including locally recruited national staff management and international staff, as they go through transitions such as the deployment of Umoja, process changes, staffing reviews, downsizing and drawdown
- Direct personnel administrative support for 72 functionalities for operations without delegated human resources management authority for 6,736 international staff
- 3 staff management relations meetings with the Field Joint Negotiation Committee, which is a recognized staff-management body
- 2,000 help desk requests fulfilled for information management services related to field human resources
- A human resources data warehouse for reporting purposes to be used by field missions
- Development of 1 report and of 1 data view, each for field staffing, recruitment (applications, selections and rosters), onboarding, turnover and gender balance, using the new data warehouse and business intelligence toolkit to be used by field missions
- 1 web-based community of practice available for 100 field-based human resources management practitioners
- 1 IPSAS compliance review of benefits and entitlements reporting
- 6 joint comprehensive civilian staffing reviews

External factors

The demand for human resources services by clients will not exceed projected expectations; the recruitment estimates are based on the assumption that all rostered candidates will have indefinite membership status

(b) Human resources requirements

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2014/15*	*Change*
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	1	–	–	–	1	–
D-1	2	–	–	–	2	–
P-5	7	–	–	–	7	–
P-4	11	–	–	–	11	–
P-3	23	–	–	–	23	–
P-2/P-1	2	–	–	–	2	–
Subtotal	**46**	**–**	**–**	**–**	**46**	**–**

Category	Approved staffing 2013/14	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/ positions proposed	Total proposed 2014/15	Change
General Service and related						
Principal level	8	–	–	–	8	–
Other level	56	–	–	–	56	–
Subtotal	**64**	**–**	**–**	**–**	**64**	**–**
Total	**110**	**–**	**–**	**–**	**110**	**–**
General temporary assistance positions[a]						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	1	–	–	–	1	–
P-3	13	–	–	–	13	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**14**	**–**	**–**	**–**	**14**	**–**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	4	–	–	–	4	–
Subtotal	**4**	**–**	**–**	**–**	**4**	**–**
Total	**18**	**–**	**–**	**–**	**18**	**–**
Grand total	**128**	**–**	**–**	**–**	**128**	**–**

[a] Includes one general temporary assistance position approved for MINUSMA in 2013/14, pursuant to General Assembly resolution 68/259.

(c) Justification of general temporary assistance positions

Field Personnel Operations Service

Africa II Section

Human Resources Officer (1 P-4 position, MINUSMA, continuation)

243. The approved staffing establishment of the Africa II Section comprises 10 posts (1 P-5, 1 P-3, 1 GS (PL) and 7 GS (OL)) and one general temporary assistance position of Human Resources Officer (P-4), funded from the support account. This temporary position was approved by the General Assembly, in its resolution 68/259, for the backstopping of MINUSMA.

244. The incumbent would support MINUSMA during its start-up phase by providing assistance with regard to the onboarding of civilian and uniformed personnel and the administration of entitlements, and by supporting the establishment of a staffing table and the coordination of the identification, recruitment and deployment of the international civilian staff within tight timelines. MINUSMA is a large and complex mission tasked with achieving a range of difficult political and operational objectives, and it is therefore critical to ensure that underpinning systems are in place. Accordingly, the Division needs to coordinate with MINUSMA additional human resources management approaches and structures to help the mission to function smoothly. This requires a high level of coordination between the Mission and the Division through a dedicated Human Resources Officer.

245. On the basis of the requirements outlined above, and given the temporary nature of the functions, it is proposed that the general temporary assistance position of Human Resources Officer (P-4) for the backstopping of MINUSMA be continued for one additional year to enable the Division to deliver effective and efficient support while developing a strategic framework for improved service delivery to MINUSMA. This process aims to support the establishment of the initial operating capability, in particular the human resources management support functions for the Mission headquarters.

Field Personnel Specialist Support Service

Recruitment, Outreach and Career Development Section

Human Resources Officers (12 P-3 positions — occupational group managers, continuation)

Human Resources Assistants (4 GS (OL) positions, continuation)

246. The approved staffing establishment of the Recruitment, Outreach and Career Development Section comprises 17 posts (1 P-5, 3 P-4, 6 P-3, 1 P-2 and 6 GS (OL)), distributed across three units (the Recruitment Unit, the Outreach Unit and the Career Development Unit, which also deals with succession planning), and 16 general temporary assistance positions, funded from the support account.

247. Each of the 12 occupational group managers is responsible for: developing an annual plan for the issuance of job openings through workforce planning; reviewing applications for eligibility and overseeing job openings; conducting substantive assessment by subject-matter experts (expert panels); serving as secretary to the expert panel under his or her purview and consolidating the findings and interview reports of the expert panels for presentation to the field central review bodies; monitoring the incumbency rates in the field missions for positions in his or her occupational group; managing his or her assigned roster; determining priority outreach activities to address gaps in the roster, especially with regard to gender, language and geographical representation; and determining the rotation options for staff members currently serving in the field with a view to rotating staff among duty stations in the C to E categories; providing process and procedural support to field recruiters and hiring managers on the Inspira recruitment platform; and participating in, contributing to and representing field missions in working groups on recruitment issues instituted by the Office of Human Resources Management.

248. The work of the occupational group managers is increasing significantly with the deployment of Inspira to field missions. In particular, they support mission staff, especially hiring managers, in the development and delivery of training on Inspira. The occupational group managers have a critical role in the workflow for all Inspira vacancies, including pre-screening and the oversight of job openings. They also ensure that French translations have been completed for all job openings. As roster managers, they will be advising missions on the availability of roster candidates for the profile being sought, ensuring consistency between the vacancy and the generic job profile.

249. The functions of occupational group managers are continuing in nature and are vital to the approach to rostering and to the success of the implementation of the talent management system (Inspira). In its review and analysis of the structure of the Secretariat for managing and sustaining peacekeeping operations, pursuant to General Assembly resolution 61/279, OIOS recommended the periodic rotation of staff performing financial and human resources functions as a best practice to enhance internal control. Accordingly, it is proposed that 16 general temporary assistance positions (12 Human Resources Officer (P-3) and 4 Human Resources Assistant (GS (OL)) be continued so that the functions described above are undertaken by experienced field staff on assignment to Headquarters from their parent duty station in the field for a maximum period of two years.

Field Personnel Specialist Support Service

Quality Assurance and Information Management Section

Human Resources Officer (1 P-3 position — Administration of Justice, continuation)

250. The approved staffing establishment of the Quality Assurance and Information Management Section comprises 19 posts (1 P-5, 2 P-4, 5 P-3, 1 P-2, 2 (GS (PL)) and 8 (GS (OL)) and one general temporary assistance position of Human Resources Officer (P-3), funded from the support account.

251. The Field Personnel Division is responsible for accommodating requests from the Management Evaluation Unit, which require in-depth fact-finding exercises on the part of the Quality Assurance and Information Management Section, in conjunction with field missions and other stakeholders in the Division, and analysis of the facts against policies and rules to support a formal response. Owing to the professional nature of the United Nations Dispute Tribunal, the incumbent assists with the delivery of requirements, in terms of both the quantity and the quality of responses. Furthermore, the incumbent serves as the Department's focal point for all matters related to the Office of the United Nations Ombudsman and Mediation Services, which, given the increased focus on informal resolution in the new justice system, has resulted in additional requirements, deliverables and follow-up actions for the Field Personnel Division. At the appeal level through the Dispute Tribunal, there is also increased scrutiny of administrative decisions. The incumbent serves as the Department's legal and policy focal point for the Administrative Law Section of the Office of Human Resources Management and plays a key role in providing legal and policy advice to peacekeeping operations regarding their responses to appeals in order to ensure the correct and consistent application of human resources rules and policies.

252. The significant increase in functions and requirements resulting from the system of administration of justice has given rise to immediate demands beyond the existing capacity of the Division. Given the persistent increase in the number of cases submitted, as reflected in the table below, it is proposed that the general temporary assistance position of Human Resources Officer (P-3) be continued to support the Department in its relationship with the Office of Administration of Justice.

Type of case	*2008*	*2009*	*2010*	*2011*	*2012*	*2013*
Administrative appeals/requests for review/management evaluation	33	50	86	153	265	280
Cases with the Ombudsman	37	25	40	59	56	63
Total	**70**	**75**	**126**	**212**	**321**	**343**

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2012/13)	*Apportionment (2013/14)*	*Cost estimates (2014/15)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	14 770.6	15 223.2	15 093.9	(129.3)	(0.8)
II. Non-post resources					
General temporary assistance	2 540.4	2 829.8	2 820.2	(9.6)	(0.3)
Consultants	39.6	36.0	25.0	(11.0)	(30.6)
Official travel	169.4	156.0	163.2	7.2	4.6
Other supplies, services and equipment	9.7	25.0	84.0	59.0	236.0
Subtotal, II	**2 759.1**	**3 046.8**	**3 092.4**	**45.6**	**1.5**
Total	**17 529.7**	**18 270.0**	**18 186.3**	**(83.7)**	**(0.5)**

(e) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$15 093.9	($129.3)	(0.8%)

253. The provision would cover the salaries, common staff costs and staff assessments for the 110 proposed posts. The lower requirements are attributable to the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	*Variance*	
General temporary assistance	$2 820.2	($9.6)	(0.3%)

254. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of 18 general temporary assistance

positions. The lower requirements are attributable to the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	*Variance*	
Consultants	$25.0	($11.0)	(30.6%)

255. The consultancy requirements are as follows.

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
Translation of generic job profiles and job descriptions	14 days	5 000	Maintenance of current rosters across 25 job families, with at least 1,500 candidates endorsed by the central review bodies available for immediate selection against mission vacancies
Improvement of recruitment technical assessments	1	20 000	Maintenance of current rosters across 25 job families, with at least 1,500 candidates endorsed by the central review bodies available for immediate selection against mission vacancies
Total		**25 000**	

256. The amount of $5,000 is proposed for the engagement of a consultant with technical expertise for 14 days in order to translate generic job profiles and job descriptions from English to French, to ensure compliance with General Assembly resolution 67/255 on human resources management and resolution 67/292 on multilingualism. The descriptions were historically published only in English. While the Division obtains translations from announcements of job openings in peacekeeping that have been recently published in Inspira, there are more than 1,000 unique job codes that are in the process of being developed. The cost is based on the standard rates for outsourcing translations by the Department for General Assembly and Conference Management.

257. The amount of $20,000 is proposed for the engagement of a consultant with technical expertise for 60 days throughout the period in order to develop a library of standardized and technically sound test questions for the written assessment that generally precedes a competency-based interview for assessing qualified candidates in the context of both generic and position-specific job openings for the field. Improving the technical assessment would enhance the pool of qualified candidates added to the rosters, which is the primary tool used by field missions, with approximately 93 per cent of the selections made from rosters. The formulation of test questions requires formal training in psychometric or knowledge test construction, which is not a requirement of the usual functions in the United Nations. The costs are based on $333 per day, which is within the level B daily rate stipulated by the Office of Human Resources Management.

	Cost estimates	*Variance*	
Official travel	$163.2	$7.2	4.6%

258. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/consultation	9 100	Direct strategic advisory, performance measurement and monitoring of all 72 delegated human resources management authorities for field operations 2,000 field personnel provided with career guidance, career planning answers to mobility- and career-related queries Visits to 3 peacekeeping missions (UNAMID, UNMIL and UNOCI) to deliver on-site required and requested advice and technical support, including locally recruited national staff management and international staff, as they go through transitions such as deployment of Umoja, process changes, staffing reviews, downsizing and drawdown Direct personnel administrative support for 72 functionalities for operations without delegated human resources management authority for 6,736 international staff 6 joint comprehensive civilian staffing reviews
Technical support	39 700	Direct strategic advisory, performance measurement and monitoring of all 72 delegated human resources management authorities for field operations 2,000 field personnel provided with career guidance, career planning answers to mobility- and career-related queries
Seminars/conferences/workshops	93 400	3 staff management relations meetings with the Field Joint Negotiation Committee, which is a recognized staff management body
Other	21 000	Engagement with 15 Member States to develop outreach initiatives through consultations and 2 regional outreach visits
Total	**163 200**	

259. The amount of $9,100 is proposed for travel to undertake the following mission planning/assessment/consultation activities: one mission support visit, in cooperation with the Office of Human Resources Management of the Department of Management, to assist with the implementation of delegated human resources management authority, focusing on missions with noted problems or weaknesses in exercising delegated authority in recruitment and administrative responsibilities.

260. The amount of $39,700 is proposed for travel to undertake the following technical support activities: providing advice to staff in peacekeeping missions through town hall meetings, group sessions and individual one-to-one counselling on career development opportunities in order to enhance mobility, increase retention rate and staff development ($29,200); and providing strategic direction and operational support aimed at strengthening the support structures of the Regional

Service Centre in Entebbe and improving the delivery of services to its client missions ($10,500).

261. The amount of $93,400 is proposed for travel to participate in the following seminars/conferences/workshops: the annual career development round table, at which best practices in human resources management are shared among practitioners within the United Nations system to further improve the Division's career development support to field staff ($2,700); the annual human resources network conference, updating practitioners across the Secretariat on challenges and practices in human resources ($8,700); the annual meeting of the Staff-Management Committee to provide advice and guidance on staff-management issues related to peacekeeping operations, including issues relating to mobility and conditions of service in the field ($23,000); the ICSC meeting on conditions of service, at which the Division represents field views in the policymaking process ($3,400); quarterly meetings of the Field Joint Negotiation Committee ($24,400); and three gender-related job fairs to promote women in mission support functions ($31,200).

262. The amount of $21,000 is proposed for travel to undertake two outreach visits to troop- and police-contributing countries to raise awareness of opportunities for recruitment in field missions.

263. The higher requirements are attributable primarily to intensified efforts to widen the pool of female applicants.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$84.0	$59.0	236.0%

264. The amount of $84,000 is proposed for promotional materials and job fair kiosks associated with outreach activities, and recruitment advertising in various publications ($80,000) and the rental of an offsite facility for a Divisional retreat to discuss the Division's priorities, results-based budgeting and strategy, including the structural implications of decisions regarding human resources and the global field support strategy ($4,000).

265. The higher requirements are attributable primarily to intensified efforts to widen the pool of female applicants.

4. Logistics Support Division

(a) Results-based-budgeting framework

266. The mandate of the Logistics Support Division was established by the General Assembly in its resolution 56/241. The functions of the Division are set out in the Secretary-General's bulletin on the organization of DFS (ST/SGB/2010/2).

267. The Division comprises the Office of the Director, the Strategic Support Service and the Strategic Transport Service.

268. The Logistics Support Division is responsible for developing and promulgating policies, guidelines and procedures and monitoring compliance with respect to carrying out logistics functions in field operations. The Director provides strategic advice on logistical matters, monitors and assesses the delivery of strategic transportation and support services, assesses the safety of aviation operations and directs the delivery of strategic transportation and specialist support services in the

functional areas of air transport, ground transport, engineering, medical and supply. Furthermore, the Division is responsible for the property management framework and monitors compliance with the IPSAS valuation and reporting requirements for plant and equipment and inventory. The Division coordinates its activities with its counterparts in the Global Service Centre, including the Regional Aviation Safety Office, the Engineering Standardization and Design Centre and the transferred functions of asset management, strategic deployment stocks and operational mission support.

269. Consequent to the transfer of posts to and realignment of functions in the Global Service Centre, as approved by the General Assembly in its resolutions 65/290 and 66/265, and in line with the end-state of the global field support strategy (see A/67/633), the Division will increase its focus in developing performance management and oversight capacities and address the new challenges in the areas of environment and waste management as well as address the new demands resulting from the implementation of IPSAS in the field, with regard to fixed assets accounting and management.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 No negative comments are contained in the legislative reports on the work of the Division with Member States and troop- and police-contributing countries (2012/13: 100 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)

Outputs

- 12 logistical and technical support briefings to permanent missions and troop- and police-contributing countries
- 10 predeployment visits to troop- and police-contributing countries to assess logistics support capabilities and to advise Member States about sufficiency and/or shortfalls under categories of major equipment and self-sustainment

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Identification and deployment, within 90 days of Security Council mandates, of logistics equipment and assets to support start-up teams and initial troop or police deployments (2012/13: 90 days; 2013/14: 90 days; 2014/15: 90 days)

Outputs

- Maintenance of 100 active logistics-related system contracts available to field operations
- 6 mission-specific force requirements reviewed and/or generated
- 1 standards guidance document for field implementation of the recommendation of the Senior Advisory Group on rates of reimbursement to troop-contributing countries and related issues on the management of contingent-owned equipment

- 3 working group meetings with multinational partners to identify and establish functional arrangements within areas of logistics cooperation in the field
- Maintenance of 4 global systems contracts for medical equipment and consumables, drugs and pharmaceuticals and blood and blood products
- Establishment and maintenance of 1 contract to support waste management efforts in field missions
- 4 technical assessment mission reports for peacekeeping operations

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Verification of 100 per cent of property, plant and equipment and financial inventory held in peacekeeping operations against relevant IPSAS accounting standards and 100 per cent reconciliation of missing items (2012/13: not applicable; 2013/14: 100 per cent; 2014/15: 100 per cent)
	3.2 Increase in the rate of reconciliation of discrepancies and the accuracy of property management records in field operations to 99 per cent (2012/13: 98 per cent; 2013/14: 98 per cent; 2014/2015: 99 per cent)
	3.3 Increase in compliance of active peacekeeping operations with established light passenger vehicle holding policies to 90 per cent (2012/13: 80 per cent; 2013/14: 85 per cent; 2014/2015: 90 per cent)
	3.4 Rate of evaluation of vendors through the new surface transport supplier appraisal system maintained at 100 per cent (2012/13: 80 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)
	3.5 Implementation of all recommendations of the Board of Auditors regarding the management of field logistics outstanding from the previous period (2012/13: not applicable; 2013/14: 100 per cent; 2014/15: 100 per cent)
	3.6 Decrease in the technical pre-qualification of potential air vendors processing time to 6 months for all cases (2012/13: not available; 2013/14: not available; 2014/15: 6 months)
	3.7 Decrease in the invoice certification processing time to 14 days (2012/13: not available; 2013/14: not available; 2014/15: 14 days)

Outputs

- 16 aviation safety assessment reports in field aviation activities and 1 technical assessment report to be approved for a commercial vendor

- DPKO/DFS aviation safety manual reviewed and promulgated to incorporate updates of aviation industry and peacekeeping best practices
- 10 meetings with troop- and police-contributing countries to address memorandum of understanding shortfalls as identified in mission-specific contingent-owned equipment and memorandum of understanding management review boards
- 4 technical medical assessment reports in field operations and medical predeployment visits to 2 troop- and police-contributing countries
- Preparation of IPSAS-compliant financial reports on assets for incorporation into the financial statements of the Organization
- 4 (quarterly) reports produced on compliance by troop- and police-contributing countries and the United Nations with signed contingent-owned equipment memorandums of understanding
- Contingent-owned equipment guideline updated in accordance with the approved recommendations of the 2014 Working Group on Contingent-Owned Equipment
- 3 technical site visits for fuel installations and facilities
- Update for 3 operational manuals in the areas of fuel operations, rations and contingent-owned equipment
- Maintenance of 1 multi-year, long-term contract for a widebody passenger aircraft to support strategic troop movements in support of global troop rotations in peacekeeping operations
- Development and implementation of 1 comprehensive guideline on optimal life expectancy of light passenger vehicles and trucks
- 1 review of light passenger vehicles holdings in all peacekeeping operations
- 12 inspections and assessments of potential and existing air vendors and aircraft-operating field missions
- 3 aviation modules of the Field Support Suite deployed to all aircraft-operating field missions
- 4 (quarterly) performance reports on the implementation of property management directives and IPSAS compliance
- 4 engineering assessment reports in field operations on the progress of construction and engineering projects and the effectiveness of goods and services obtained under system contracts
- Continued development of a comprehensive water policy and a waste management policy
- Continued revised aviation equipment catalogue and production of digital maps for all airfields in support of peacekeeping operations

External factors

Troop- and police-contributing countries will cooperate to ensure the timely completion and implementation of memorandums of understanding on the provision of troops, formed police unit personnel and contingent-owned equipment; and vendors and supplies will be able to deliver goods and services on time

(b) Human resources requirements

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2014/15*	*Change*
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	2	1	–	–	3	1
P-5	8	(1)	–	–	7	(1)
P-4	33	–	1	–	34	1
P-3	46	–	–	–	46	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**89**	**–**	**1**	**–**	**90**	**1**
General Service and related						
Principal level	2	–	–	–	2	–
Other level	31	–	1	–	32	1
Subtotal	**33**	**–**	**1**	**–**	**34**	**1**
Total	**122**	**–**	**2**	**–**	**124**	**2**
General temporary assistance positions[a]						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	1	–	(1)	–	–	(1)
P-3	–	–	–	–	–	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**1**	**–**	**(1)**	**–**	**–**	**(1)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	(1)	–	–	(1)
Subtotal	**1**	**–**	**(1)**	**–**	**–**	**(1)**
Total	**2**	**–**	**(2)**	**–**	**–**	**(2)**
Total posts and positions	**124**	**–**	**–**	**–**	**124**	**–**

[a] Includes two general temporary assistance positions approved for MINUSMA in 2013/14, pursuant to General Assembly resolution 68/259.

(c) Justification of posts

Strategic Transport Service

270. The approved staffing establishment of the Strategic Transport Service comprises 45 posts (1 D-1, 3 P-5, 12 P-4, 19 P-3, 1 GS (PL) and 9 GS (OL)), distributed across the front office and three sections (the Air Transport Section, the Surface Transport Section and the Movement Control Section), and one general temporary assistance position, funded from the support account.

Air Transport Section

Redeployment of the Air Transport Section and its 20 posts (1 P-5, 8 P-4, 6 P-3, 1 GS (PL) and 4 GS (OL)) from the Strategic Transport Service to the Office of the Director

Renaming of the Air Transport Section as the "Air Transport Service"

Reclassification of one post (P-5 Chief of Air Transport Section to D-1 Chief of Air Transport Service)

271. The approved staffing establishment of the Air Transport Section comprises 20 posts (1 P-5, 8 P-4, 6 P-3, 1 GS (PL) and 4 GS (OL)) funded from the support account. The Section, currently under the Strategic Transport Service, provides strategic oversight of the aviation programme in peacekeeping operations, and advice and technical expertise to the senior leadership. At the mission level, it provides policy, procedures and guidance for the implementation of air operations and supports and monitors all areas of aviation.

272. The Section provides the road map for planning, organizing, training and equipping peacekeeping missions with aviation assets, personnel and aviation services, along with the criteria for assessing and evaluating the overall aviation programme. This entails the provision of strategic guidance and coordination to ensure the provision of effective logistics capabilities in terms of air support and airfield/air terminal and air/ground support services in support of field operations, and the provision of air assets, as well as all related airfield and aviation ground support services, of the right type and numbers to facilitate the execution by field operations of mandated tasks, while ensuring, through the aviation quality assurance programme, that contracted services comply with the requirements of the United Nations and ICAO Standards and Recommended Practices. It also entails the provision of other air transportation requirements during the life cycle of the field operations, including during the start-up, sustainment, transition and liquidation phases, and the planning and implementation of training courses, workshops and seminars for the development of aviation specialists in field operations and at Headquarters, establishing standard comprehensive integrated policies and procedures as well as manuals for the effective and efficient delivery of capabilities from the aviation commercial market and from Member States. There is a need to strive continuously for improved efficiency without compromising the established performance required to meet the missions' mandated objectives as well as safety and security standards.

273. Aviation in peacekeeping has become increasingly complex over the years. The fleet managed by the Section is diverse, comprising some 145 rotary and 57 fixed-wing military and civilian aircraft based across 16 peacekeeping operations and special political missions. This fleet covers a wide geographical range and operates in relatively austere environments and harsh climates, often under

extremely limited physical and safety infrastructure. These elements, in addition to the wide range of air operations, including military tactical operations, reconnaissance flights, strategic cargo lift and passenger movements, and the relatively small size of the individual mission fleets complicate the optimization of fleet size, composition and efficiency. Furthermore, aircraft traffic is becoming more and more complex with shared contracts, the pooling of resources and continuous impromptu exchanges in support of field missions. In addition, the resources involved in aviation operations have steadily risen from $315 million in 2003 to more than $706 million in 2013/14, or 10 per cent of the entire peacekeeping budget (and more, if the related fuel and engineering costs are included).

274. The Section has engaged ICAO to assist in the development of a standard request for proposal statement of work that will allow for greater flexibility in aircraft acquisitions and will favourably impact cost factors such as fuel consumption, fleet configuration and commonality. The Section is also exploring the efficiencies that may be gained by establishing standby aircraft charter arrangements for air transportation used for peak periods, such as support for elections, mission start-up and mass casualty evacuation operations. In this connection, the Section is striving to address concerns raised by commercial air charter operators on the increasing complexity of the Secretariat's current acquisition practices. The Section is also responsible for aviation-related strategic initiatives under the global field support strategy, including breaking with the past practices of non-integrated air assets constructed on a mission-by-mission basis and approaching field needs from a regionalized and global point of view, with the aim of maximizing utilization, economies of scale and operational efficiency. In doing so, the Section works closely with the Strategic Air Operations Centre within the Global Service Centre and the Transportation and Movements Integrated Control Centre within the Regional Service Centre in Entebbe.

275. Recognizing the potential benefits that could be achieved from strengthening their existing cooperation, the United Nations and WFP are working to ensure the implementation of an operational framework for their aviation activities, including the implementation of common standards and methods to ensure interoperability and the conservation of resources, and by deepening operational coordination through embedding or integrating their aviation support and services activities. This enhanced cooperation foresees integrated operations in areas where both support activities are compatible and complementary, with the goal of ensuring operational efficiency and optimized resource usage in a more holistic and strategic manner.

276. In order to effectively manage aviation operations of this magnitude, at a level commensurate with the complexities and risks involved, it is proposed that the post of Chief of Section be reclassified from the P-5 level to the D-1 level. Consequently, the Air Transport Section would become the Air Transport Service and would report directly through the Office of the Director.

277. The expected benefits of the reclassification for the Organization and Member States are as follows: a more effective and efficient management of the complexity of peacekeeping air operations, in particular in the areas of: improved timeliness and responsiveness to all clients (missions, vendors and Member States); improved cross-border/regional air fleet management in line with the global field support strategy; the efficient use of resources through improved forecasting, coordinating and planning capabilities; a strengthened acquisition process and an increase in the

vendor base; the modernization of the business model and the implementation of technological solutions facilitating improved forecasting and reporting and proactive fleet management; monitoring and compliance activities, as well as the implementation of the recommendations of oversight bodies; a change in operational concept, in particular a reduction of the current reliance on helicopters; improved problem-solving skills and advice to the senior leadership; higher-level representation of the Organization's discussions with Member States, national aviation authorities, ICAO and partner organizations such as WFP; and increased authority to supervise operations in the field.

Movement Control Section

Conversion of one general temporary assistance position (1 GS (OL) Movement Control Assistant — MINUSMA) to a post

278. The approved staffing establishment of the Movement Control Section comprises 12 posts (1 P-5, 1 P-4, 7 P-3, 3 GS (OL)) and one general temporary assistance position of Movement Control Assistant (GS (OL)), funded from the support account. The general temporary assistance position was approved by the General Assembly in its resolution 68/259 for the backstopping of MINUSMA. For the reasons explained in paragraph 19 above, it is proposed that the position be converted to a post.

Strategic Support Service

Supply Section

Conversion of one general temporary assistance position (1 P-4 Supply Officer — MINUSMA) to a post

279. The approved staffing establishment of the Strategic Support Service comprises 45 posts (1 D-1, 4 P-5, 12 P-4, 15 P-3, 1 GS (PL) and 12 GS (OL)), distributed across the front office and four sections (the Engineering Section, the Supply Section, the Contingent-Owned Equipment/Property Management Section and the Medical Support Section), and one general temporary assistance position of Supply Officer (P-4), funded from the support account. The general temporary assistance position was approved by the General Assembly in its resolution 68/259 for the backstopping of MINUSMA. For the reasons explained in paragraph 19 above, it is proposed that the position be converted to a post.

Logistics Operations Section

Reassignment of one post ((P-4) Logistics Officer) from the Logistics Operations Section to the Engineering Section of the Strategic Support Service as a Waste Management Officer post (P-4)

280. The approved staffing establishment of the Logistics Operations Section comprises 17 posts (5 P-4, 8 P-3 and 4 GS (OL)) funded from the support account.

281. Currently, many peacekeeping missions are not equipped to properly manage their waste and its disposal, to the possible detriment of the health and safety of their staffs and of the public perception of the mission, and to the degradation of the local community environment. The development and implementation of a waste management policy and procedures would resolve many of the current issues in the

field. Effective waste management throughout the life of a mission would significantly reduce the recurring disposal problems that currently exist during the liquidation process upon mission closure or downsizing.

282. In response to the recommendation contained in the report of the Advisory Committee on Administrative and Budgetary Questions on cross-cutting issues related to peacekeeping operations (A/66/718) that efforts to mitigate the environmental impact of peacekeeping missions be intensified and that the measures found to be the most effective be prioritized, and in recognition of the importance of the implementation of the DPKO/DFS Environmental Policy for Field Missions, which was stressed by the General Assembly in its resolution (66/264) and in response to the conclusion, reported in an internal audit conducted by OIOS in 2012 on waste management and in the UNEP report entitled "Greening the Blue Helmets: environment, natural resources and United Nations peacekeeping", that waste management is inadequate in missions, it is proposed that one post of Logistics Officer (P-4) be reassigned from the Logistics Operations Section to the Engineering Section of the Strategic Support Service to develop, implement and monitor guidelines, processes and procedures and to ensure that missions are correctly managing their waste.

283. The incumbent would perform the following functions of Waste Management Officer: develop and implement oversight processes to monitor mission activities; develop mission guidance within the parameters of the policy on specific waste management issues such as hazardous waste storage and solid and hazardous waste disposal; develop template waste management statements of requirement for materials and equipment; coordinate policies and guidelines with other United Nations agencies, funds and programmes; and monitor problem areas known to have an impact on the health, safety and security of field personnel.

(d) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2012/13)*	*Apportionment (2013/14)*	*Cost estimates (2014/15)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	21 427.4	19 967.7	20 124.7	157.0	0.8
II. Non-post resources					
General temporary assistance	57.3	284.8	–	(284.8)	(100.0)
Consultants	110.3	31.0	–	(31.0)	(100.0)
Official travel	446.4	283.0	310.1	27.1	9.6
Subtotal, II	**614.0**	**598.8**	**310.1**	**(288.7)**	**(48.2)**
Total	**22 041.4**	**20 566.5**	**20 434.8**	**(131.7)**	**(0.6)**

(e) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$20 015.1	$47.4	0.2%

284. The provision would cover the salaries, common staff costs and staff assessments for the 124 proposed posts. The higher requirements are attributable to the proposed conversion of two general temporary assistance positions to posts and the reclassification of a post from the P-5 to the D-1 level, offset by the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	*Variance*	
General temporary assistance	–	($284.8)	(100.0%)

285. The variance reflects the proposed conversion of two general temporary assistance positions to a post.

	Cost estimates	*Variance*	
Consultants	–	($31.0)	(100.0%)

286. The variance reflects the change in requirements associated with non-recurring initiatives budgeted for 2013/14.

	Cost estimates	*Variance*	
Official travel	$310.1	$27.1	9.6%

287. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	242 700	10 predeployment visits to troop- and police-contributing countries to assess logistics support capabilities and to advise Member States about sufficiency and/or shortfalls under categories of major equipment and self-sustainment 16 aviation safety assessment reports in field aviation activities and 1 technical assessment report to be approved for commercial vendor Preparation of IPSAS-compliant financial reports on assets for incorporation into the financial statements of the Organization Establishment and maintenance of 1 contract to support waste management efforts in field missions 4 technical medical assessment reports in field operations and medical predeployment visits to 2 troop- and police-contributing countries

Type of travel	*Amount*	*Output reference*
		4 technical assessment mission reports for peacekeeping operations
		12 inspections and assessments of potential and existing air vendors and aircraft-operating field missions
		1 review of light passenger vehicle holdings in all peacekeeping operations
Technical support	64 300	Establishment and maintenance of 1 contract to support waste management efforts in field missions
		3 technical site visits for fuel installations and facilities
		Maintenance of 100 active logistics-related system contracts available to field operations
		DPKO/DFS aviation safety manual reviewed and promulgated to incorporate updates on aviation industry and peacekeeping best practices
Seminars/conferences/workshops	3 100	12 inspections and assessments of potential and existing air vendors and aircraft-operating field missions
Total	**310 100**	

288. The amount of $242,700 is proposed for travel to undertake the following mission planning/assessment/consultation activities: coordinating the delivery of logistics goods and services to client missions and developing improvements in consultation with Member States ($18,700); assessing the current status of air operations and aviation safety in peacekeeping missions to identify areas of safety concern and provide recommendations to mitigate risk ($49,800); meetings with the Transportation and Movements Integrated Control Centre in Entebbe and the mission movement control sections to coordinate and discuss improvements ($21,900); meetings with multinational partners and other agencies, funds and programmes on logistics cooperation ($25,600); evaluating the operational support provided by the missions' vehicle fleet and monitoring the implementation of the quality assurance programme ($20,300); participation in meetings at the Regional Service Centre related to the implementation of the global field support strategy ($11,600); assessing the implementation of the rations standards ($8,100); ensuring compliance with the DPKO/DFS fuel manual ($21,600); monitoring the utilization of physical resources in compliance with policies and procedures on property management ($22,300); inspecting and assessing the functional status and level of preparedness in the management of medical emergencies and crisis situations of medical facilities, including the general hygiene and health status of peacekeepers ($29,000); assessing logistics support capabilities and advising Member States about sufficiency and/or shortfalls under categories of major equipment and self-sustainment ($25,600); and monitoring and overseeing mission activities in the process of the implementation of the waste management policy ($13,800).

289. The amount of $64,300 is proposed for travel to undertake the following technical support activities: conducting environmental assessments in coordination with a mission ($33,500); accompanying the Procurement Division on visits to provide technical and operational analysis for the establishment of a major systems contract and assessment of the implementation of warehousing guidelines ($22,600);

and the digitalization of airfield aeronautical information (maps, aerial views, navigational data, etc.) into a single common shared database, combined with participation in the Aerodrome Operations Working Group to discuss operational experiences and lessons learned and exchange/collect technical information with practitioners in field missions ($8,200).

290. The amount of $3,100 is proposed for travel to attend the aircraft exhibition and meet with industry specialists with the aims of acquiring updated knowledge on the latest air technology and reducing the processing time of the technical prequalification of potential air vendors.

291. The higher requirements are attributable primarily to increased efforts in the implementation of environmental policies in the field and to inspect and assess the functional status and level of preparedness of medical facilities in the field.

5. Information and Communications Technology Division

(a) Results-based-budgeting framework

292. The mandate of the Information and Communications Technology Division was established by the General Assembly in its resolution 61/279. The functions of the Division are set out in the Secretary-General's bulletin on the organization of the DFS (ST/SGB/2010/2). By its resolution 67/287, the General Assembly approved the reorganization of the Information and Communications Technology Division to include the Cartographic Section, formerly located in the Logistics Support Division.

293. The Division comprises the Office of the Director, the Field Communications and Information Technology Operations Service and the Field Technology and Security Operations Section.

294. The Division delivers voice, video, high-speed data and network capability and provides technology-based solutions and geospatial information to peacekeeping operations and UNSOA, as well as DPKO and DFS at Headquarters. For the 2014/15 period, the Division will focus on providing ongoing geospatial and ICT support services to DPKO and DFS at Headquarters and automated solutions that would support the Global Service Centre in Brindisi and Valencia and the Regional Service Centre in Entebbe. The Division will also continue to support the implementation of Umoja in the field and technologies enabling IPSAS already deployed in peacekeeping operations.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 The Security Council is provided, within 3 days of request, with up-to-date geospatial information service data, satellite imagery and thematic analysis maps relating to matters in question (2012/13: 3 days; 2013/14: 3 days; 2014/15: 3 days)

Outputs

- 3 analysis reports on international boundaries to enhance the knowledge base regarding international boundary issues, including the status of disputed boundaries, treaties, maps and satellite imagery
- Analysis and coordination of Second Administrative-level Boundaries data from 10 Member States

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Communications links established within 24 hours of arrival of the ICT equipment in new peacekeeping operations (2012/13: 24 hours; 2013/14: 24 hours; 2014/15: 24 hours)
	2.2 Provision of up-to-date global digital spatial data and maps to the Security Council, within 9 days of its request (2012/13: 10 days; 2013/14: 10 days; 2014/15: 9 days)

Outputs

- ICT support and geospatial information support for new peacekeeping operations in response to newly established Security Council mandates
- Updated geospatial database (or United Nations map) on 2 priority areas for peacekeeping operations

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 80 per cent satisfaction rate with ICT services provided by the Division to peacekeeping operations (2012/13: 80 per cent; 2013/14: 80 per cent; 2014/15: 80 per cent)

Outputs

- ICT support for the call centre, field network and field applications, and disaster recovery and business continuity operations provided to all peacekeeping operations and UNSOA
- 4,900 audio and videoconferencing services provided to field operations, including technical and day-to-day operational support
- Statements of work and technical evaluation for 7 planned systems contracts and monitoring and administration of 35 existing contracts for ICT services and equipment
- 17 disaster recovery plans for field operations tested and updated and 4 disaster recovery reconstitution exercises
- Optimized existing ICT systems and infrastructure in all peacekeeping operations and UNSOA
- Statement of work and technical evaluation for 1 systems contract for the provision of geospatial information systems value-added products and administration of 3 existing system contracts for the provision of geospatial information systems software and satellite imagery

External factors

Security considerations in peacekeeping operations and UNSOA will not prevent the successful implementation of systems and provision of ICT services in field operations; accuracy and availability of information provided by Member States on the boundary crisis

(b) Human resources requirements

Category	Approved staffing 2013/14	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts positions proposed	Total proposed 2014/15	Change
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	1	–	–	–	1	–
D-1	1	–	–	–	1	–
P-5	2	–	–	–	2	–
P-4	9	–	1	–	10	1
P-3	7	–	–	–	7	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**20**	**–**	**1**	**–**	**21**	**1**
General Service and related						
Principal level	3	–	–	–	3	–
Other level	8	–	–	–	8	–
Subtotal	**11**	**–**	**–**	**–**	**11**	**–**
Total	**31**	**–**	**1**	**–**	**32**	**1**
General temporary assistance positions[a]						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	1	–	(1)	–	–	(1)
P-3	–	–	–	–	–	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**1**	**–**	**(1)**	**–**	**–**	**(1)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	–	–	–	–	–	–
Subtotal	**–**	**–**	**–**	**–**	**–**	**–**
Total	**1**	**–**	**(1)**	**–**	**–**	**(1)**
Total posts and positions	**32**	**–**	**–**	**–**	**32**	**–**

[a] Includes one general temporary assistance position approved for MINUSMA in 2013/14, pursuant to General Assembly resolution 68/259.

(c) Justification of posts

Renaming of the Information and Communications Technology Division as the "Division for Geospatial, Information and Telecommunications Technologies"

295. With regard to the transfer of the Cartographic Section from the Logistics Support Division to the Information and Communications Technology Division approved for 2013/14 pursuant to General Assembly resolution 67/287, it is proposed that the Division be renamed "Division for Geospatial, Information and Telecommunications Technologies" in order to reflect its expanded role. The Cartographic Section provides geospatial information in support of the decision-making and operational needs of the Security Council, the Secretariat and peacekeeping operations, manages the programme for field mission geographic information systems operations and provides technical assistance on international boundary issues. The Section also produces topographic data and map production, carries out geospatial and terrain analysis and other support services to field missions from the Global Service Centre in Brindisi.

Field Communications and Information Technology Operations Service

Field Information and Communications Technology Support Section

Conversion of one general temporary assistance position (1 P-4 Telecommunications Engineer — MINUSMA) to a post

296. The approved staffing establishment of the Field Communications and Information Technology Operations Service comprises 21 posts (1 D-1, 1 P-5, 4 P-4, 7 P-3, 3 GS (PL) and 5 GS (OL)), distributed across the Office of the Chief and two sections (the Field Information and Communications Support Section and the Cartographic Section), and one general temporary assistance position of Telecommunications Engineer (P-4), funded from the support account. The general temporary assistance position was approved by the General Assembly in its resolution 68/259 for the backstopping of MINUSMA.

297. For the reasons explained in paragraph 19 above, it is proposed that one general temporary assistance position of Telecommunications Engineer (P-4) be converted to a post to provide expert advice on the management, operation and maintenance of the ICT systems infrastructure in MINUSMA to facilitate the continued deployment of the Mission.

(d) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2012/13)	Apportionment (2013/14)	Cost estimates (2014/15)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	4 864.7	5 165.8	5 321.9	156.1	3.0
II. Non-post resources					
General temporary assistance	–	195.8	–	(195.8)	(100.0)
Official travel	111.4	166.9	182.5	15.6	9.3
Communications	–	290.1	267.5	(22.6)	(7.8)
Information technology	–	5 336.5	5 319.8	(16.7)	(0.3)
Subtotal, II	**111.4**	**5 989.3**	**5 769.8**	**(219.5)**	**(3.7)**
Total	**4 976.1**	**11 155.1**	**11 091.7**	**(63.4)**	**(0.6)**

(e) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$5 321.9	$156.1	3.0%

298. The provision would cover the salaries, common staff costs and staff assessments for the 32 proposed posts. The higher requirements are attributable to the proposed conversion of one general temporary assistance position to a post, offset by the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	*Variance*	
General temporary assistance	–	($195.8)	(100.0%)

299. The variance reflects the proposed conversion of one general temporary assistance position to a post.

	Cost estimates	*Variance*	
Official travel	$182.5	$15.6	9.3%

300. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessments/consultation	120 400	3 analysis reports on international boundaries to enhance the knowledge base on international boundary issues, including the status of disputed boundaries, treaties, maps and satellite imagery Information and communications technology support for the call centre, field network and field applications, and disaster recovery and business continuity operations provided to all peacekeeping operations and UNSOA Information and communications technology support and geospatial information support for new peacekeeping operations in response to newly established Security Council mandates Optimized existing information and communications technology systems and infrastructure in all peacekeeping operations and UNSOA
Technical support	8 200	3 analysis reports on international boundaries to enhance the knowledge base on international boundary issues, including the status of disputed boundaries, treaties, maps and satellite imagery
Seminars/conferences/workshops	53 900	Information and communications technology support for the call centre, field network and field applications, and disaster recovery and business continuity operations provided to all peacekeeping operations and UNSOA
Total	**182 500**	

301. The amount of $120,400 is proposed for travel to carry out the following mission planning/assessment/consultation activities: visits to the global and regional service centres for validating mission preparedness for compliance with the Umoja Extension human resources element and taking corrective action, as necessary, assessing the effectiveness of existing systems and ongoing initiatives in the area of operational and situational awareness with a view to optimizing these solutions, ensuring and validating adherence to governance processes and ensuring that technology is developed in missions in compliance with these policies ($47,000); reviewing priorities and aligning spending and available resources, strengthening operations, ensuring compliance with policies and standards, establishing agreement with respect to intended outcomes and results, assessing/adjusting the Division's direction in response to a changing environment, implementing the ongoing staffing review, opportunities for the nationalization of posts and outsourcing opportunities benefiting from performance-based contracts, and reviewing the feasibility of establishing an ICT training programme for nationals to enhance the possibilities of local recruitment and the nationalization of posts ($33,300); visits to the Global Service Centre for assessing the effectiveness of existing information technology systems so as to develop a strategy for optimizing technology support for the field missions, to ensure the effective implementation of the disaster recovery and business continuity plan and its alignment with the Secretariat plan, to oversee the operations of the data centre as well as the implementation of systems for the ICT facility in Valencia, and to review the configuration of cloud and virtualization

software with a possible reduction of the need for physical servers ($14,400); assessing and validating the use of contractual personnel for centralized technology development, implementation and support and verifying their operating procedures against agreements and expectations and a commitment to the principles and governance of the Department's ICT resources to ensure full commitment from senior members of the contractors ($14,400); and assessing the geographic information systems set-up, operations and collaboration in the field, evaluating the system backup and operationalizing the workflow, protocols and mechanisms of the systems in the development of a map and gazetteer system, and facilitating a coordination meeting on a co-production strategy and process for global maps and geodata production with relevant European institutions, the European Commission and the European Union ($11,300).

302. The amount of $8,200 is proposed for travel to undertake the following technical support activities: technical support and advice for the African Union in the areas of border demarcation, border mapping and border information system, and geographic information systems technology transfer to the African Union by providing system set-up, developing the African Union Border Programme geodata schema and providing associated training.

303. The amount of $53,900 is proposed for travel to participate in the following seminars/conferences/workshops: the ICT senior leadership conference for field and Headquarters ICT managers to review the five-year strategic plan for ICT in the field ($5,200); annual ICT senior leadership conference with troop-contributing countries and implementing partners on mission-specific, long-term collaboration and voluntary contributions of Member States to directly or indirectly support the United Nations regarding ICT training, coaching, doctrine and planning with capability packages ($10,400); biannual meetings of the International Computing Centre Management Committee to follow up on policy matters, the Centre's mandate, projects and services and financial and staff matters ($9,200); representing DFS at the biannual meetings of the Working Group on Emergency Telecommunications and of the biannual meetings of the Inter-Agency Telecommunications Advisory Group to provide a status report on ongoing projects of general interest and to discuss issues related to inter-agency cooperation and the implementation of ICT common services in peacekeeping operations ($18,400); the United Nations Committee of Experts on Global Geospatial Information Management to respond to technical substantive questions raised and attend to requirements ($7,700); and the annual meeting of the United Nations Geographic Information Working Group to discuss and exchange information on geographical information systems and data, as well as on the development of spatial data infrastructure for the United Nations common system ($3,000).

304. The higher requirements are attributable primarily to travel to the Regional Service Centre for validating mission preparedness for compliance with the Umoja Extension human resources element and taking corrective action, as necessary.

	Cost estimates	*Variance*	
Communications	$267.5	($22.6)	(7.8%)

305. The amount of $267,500 is proposed for the provision of non-standard resources for the acquisition of specialized communications equipment, including

replacement and spare parts, communications software licences and fees and contractual services for ongoing support to meet peacekeeping business needs, as summarized in the table and detailed in the paragraphs below.

(United States dollars)

Equipment	
Videoconferencing terminals and monitors	72 000
Spare parts	30 200
Subtotal	**102 200**
Software licences and fees	
Mobile office	140 000
Ongoing support services	
Videoconference services	25 300
Total	**267 500**

306. The amount proposed for specialized communications equipment would cover the replacement of videoconferencing terminals and monitors (6 units at $12,000 each); spare parts for communications equipment ($30,200); mobile office licences, at a cost of $700 per token, that allow 200 critical staff to have access to the United Nations servers in the event that they are unable to come to the office to carry out their duties ($140,000); and videoconferencing connection fees for conference room facilities ($25,300).

307. The lower requirements reflect efforts to reduce communications costs by limiting mobile office tokens to critical staff, offset in part by new requirements for spare parts.

	Cost estimates	*Variance*	
Information technology	$5 319.8	($16.7)	(0.3%)

308. The amount of $5,319,800 is proposed for the provision of non-standard requirements for the acquisition of specialized information technology equipment and software, software licences and fees and contractual services for ongoing support to meet peacekeeping business needs, as summarized in the table and detailed in the paragraphs below.

(United States dollars)

Equipment	22 000
Software	65 000
Software licences and fees	321 200
Contractual services: ongoing support	
Call centre/help desk support	1 218 900
DPKO/DFS application support	1 271 100
Disaster recovery and business continuity operational support	240 000
Videoconferencing support	1 180 100
Maintenance of field applications	1 001 500
Total	**5 319 800**

309. The amount proposed for specialized information technology equipment ($22,000) would cover requirements for the replacement of large LCD monitors and spare parts and supplies.

310. The amount proposed for software ($65,000) would cover fees for external technical support for technologies used by the Departments ($50,000) and map design and publishing software for cartographic activities ($15,000).

311. The amount proposed for software licences and fees ($321,200) is required for upgrades of software and systems utilized by the Departments, such as existing business intelligence software, geographic information systems, and new graphic design software, database design and maintenance support tools, technical standards reference and compliance software, performance management maintenance and support renewal, security and identity management software, data analysis software, document viewer and writer software, reporting and transactional software, products for applications security and feedback management software.

312. The resources for contractual personnel specialized in information technology are estimated on the basis of memorandums of understanding or contract agreements established with the International Computing Centre and UNOPS, including an 8 per cent personnel administration cost, or other approved vendors for ongoing support services and development projects, as detailed in paragraphs 313 to 318 below. Contractual services at Headquarters are undertaken by a staffing complement of 46 contractual personnel working at levels equivalent to those under the United Nations grade level system. A provision for facilities and infrastructure requirements has been included in the contractual rates below. A provision for desktop services under the information technology standard-level agreement with OICT has been estimated for contractual personnel at Headquarters and included under information technology in the central responsible department or office.

Ongoing support services

Call centre support

313. The amount of $1,218,900 is proposed for contractual services for continued global, round-the-clock call centre support for Headquarters and field ICT operations, which include tier 1 technical support and the management of service

requests for DPKO/DFS critical applications, through daily interaction with users and coordination with other service teams, DFS focal points and external parties until final resolution.

314. The provision includes salaries and operating costs for nine contractual personnel (1 Programme Manager (P-5), 1 Help Desk Supervisor (P-3), 1 Help Desk Coordinator (P-2) and 6 Help Desk Technicians/Dispatchers (GS (OL))).

Department of Peacekeeping Operations/Department of Field Support application support

315. The amount of $1,271,100 is proposed for contractual services to provide support at the tier 2 level for all Lotus Notes applications utilized at Headquarters by DPKO and DFS personnel, including electronic storage, tracking, archival and retrieval systems and the mail action records system, support for web-based applications, change management and user training. The applications supported are used by DPKO and DFS personnel at Headquarters and facilitate interaction with peacekeeping operations in the field. The provision includes salaries and operating costs for 15 contractual personnel (2 Systems Managers (P-4), 3 Systems Analysts (P-3), 2 Senior Database Analysts (P-3), 1 Technical Writer (P-3), 1 Database Analyst (P-2) and 6 Systems Technicians (GS (OL))).

Disaster recovery and business continuity operational support

316. The amount of $240,000 is proposed for contractual services to provide disaster recovery and business continuity support. These services include the continued management and operation of the peacekeeping global disaster recovery and business continuity architecture and systems, as well as the coordination of server and network infrastructure requirements, the configuration and establishment of documentation for implemented systems, including day-to-day operational support, the operation of the disaster recovery and business continuity infrastructure in DFS, the maintenance of flexible support for changing departmental disaster recovery and business continuity requirements and the monitoring of disaster recovery and business continuity systems. Services also include the conduct of disaster recovery reconstitution exercises, the dissemination of disaster recovery templates and the review and validation of plans to ensure conformity with policy guidance provided by Headquarters and missions administration. The provision includes salaries and operating costs for four contractual personnel (1 Coordinator (P-4), 2 Specialists (P-3) and 1 Information Technology Technician (P-2)).

Videoconferencing support

317. The amount of $1,180,100 is proposed for contractual services to provide continued centralized technical and operational support for videoconferencing and associated multimedia support activities between DPKO and DFS, field operations and other United Nations entities. The provision of technical support comprises the continued development of standards for all systems, equipment, procedures, scheduling, resource allocation, coordination, engineering and other aspects of audio/videoconferencing, including secure and encrypted connections, call centre support related to audio/videoconferencing for field operations and other United Nations entities, day-to-day operational support and all activities relevant to videoconferencing and multimedia support centralized at UNLB. In addition,

technical support would be provided for missions with developing and expanding internal videoconferencing networks. The provision includes salaries and operating costs for 11 contractual personnel (1 Coordinator (P-3), 1 Technical Specialist (P-2) and 9 Technicians (GS (OL))).

Maintenance of field applications

318. The amount of $1,101,500 is proposed for contractual services to provide support for and maintain computer applications used by personnel in DPKO and DFS, at Headquarters and in field operations, specifically, the collaboration support systems, audit and oversight applications, strategic management applications, reporting applications and standard web content management platforms and their correlating internal and public websites that support the substantive areas of peacekeeping operations. In addition, the provision would support web-based applications, change management and user training and ensure tier 2 and tier 3 levels of support. Tier 3 support includes modifications and enhancements to computer applications and network engineering to support the enhancements. The applications supported enable the implementation of peacekeeping operation mandates and do not represent solutions redundant with the enterprise resource planning or other enterprise systems, such as Inspira. The provision includes salaries and operating costs for seven contractual personnel (1 Senior Systems Operations Officer (P-4), 2 Systems Operations Officers (P-3), 1 Systems Analyst (GS (OL)) and 3 Technicians (GS (OL))).

D. Department of Management

(a) Human resources requirements

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*Additional new posts/ positions requested*	*Total proposed 2014/15*	*Change*
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	1	–	–	–	1	–
D-1	3	–	–	–	3	–
P-5	12	1	–	–	13	1
P-4	66	(1)	1	–	66	–
P-3	56	–	6	–	62	6
P-2/P-1	11	–	–	–	11	–
Subtotal	**149**	**–**	**7**	**–**	**156**	**7**

Category	Approved staffing 2013/14	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	Additional new posts/positions requested	Total proposed 2014/15	Change
General Service and related						
Principal level	9	–	–	–	9	–
Other level	89	–	1	–	90	1
Subtotal	**98**	**–**	**1**	**–**	**99**	**1**
Total	**247**	**–**	**8**	**–**	**255**	**8**
General temporary assistance positions						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	1	–	–	–	1	–
P-4	6	(1)	(1)	1	5	(1)
P-3	19	–	(6)	–	13	(6)
P-2/P-1	4	–	–	–	4	–
Subtotal	**30**	**(1)**	**(7)**	**–**	**23**	**(7)**
General Service and related						
Principal level	1	–	–	–	1	–
Other level	13	–	(1)	–	12	(1)
Subtotal	**14**	**–**	**(1)**	**–**	**13**	**(1)**
Total	**44**	**(1)**	**(8)**	**1**	**36**	**(8)**
Grand total	**291**	**(1)**	**–**	**1**	**291**	**–**

(b) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2012/13)	Apportionment (2013/14)	Cost estimates (2014/15)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	37 079.1	37 484.4	38 542.3	1 057.9	2.8
II. Non-post resources					
General temporary assistance	5 567.4	6 732.8	5 294.1	(1 438.7)	(21.4)
Consultants	3 281.7	3 527.8	3 456.0	(71.8)	(2.0)
Official travel	1 813.6	1 715.6	1 713.1	(2.5)	(0.1)
Facilities and infrastructure	19 195.2	22 702.4	21 679.4	(1 023.0)	(4.5)

Category	Expenditures (2012/13) (1)	Apportionment (2013/14) (2)	Cost estimates (2014/15) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
Communications	501.1	595.9	501.8	(94.1)	(15.8)
Information technology	8 095.3	7 888.9	7 800.0	(88.9)	(1.1)
Other supplies, services and equipment	9 563.3	10 172.7	11 512.7	1 340.0	13.2
Subtotal, II	**48 017.6**	**53 336.1**	**51 957.1**	**(1 379.0)**	**(2.6)**
Total, I and II	**85 096.7**	**90 820.5**	**90 499.4**	**(321.1)**	**(0.4)**
Enterprise resources planning[a]	37 337.6	18 668.8	20 054.7	1 385.9	7.4
Information and systems security[b]	–	–	821.5	821.5	–
Total	**122 434.3**	**109 489.3**	**111 375.6**	**1 886.3**	**1.7**

[a] Includes resource requirements for the enterprise resource planning project in the amount of $20,054,700, based on the estimate presented in the fourth progress report of the Secretary-General on the enterprise resource planning project (A/67/360).

[b] Includes resource requirements in the amount of $821,500, based on the estimate presented in the report of the Secretary-General on strengthening information technology and systems security (A/68/552) and on the basis of the cost-sharing allocation applied to Umoja and additional expenditures required under contractual services up to $1,325,000 and under furniture and equipment up to $1,325,000, recommended by the Advisory Committee in its report (A/68/7/Add.11, paras. 23 and 24) and endorsed by the General Assembly, as described in para. 34 above.

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

319. The mandate of the Office of the Under-Secretary-General was established by the General Assembly in its resolution 13 (I). The functions of the Office are set out in the Secretary-General's bulletin on the organization of the Department of Management (ST/SGB/2010/9).

320. The Office of the Under-Secretary-General for Management comprises the front office, the secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board, the Management Support Service, the Office of Enterprise Resource Planning (Umoja), the secretariat of the Administrative and Budgetary Committee (Fifth Committee) of the General Assembly and of the Committee for Programme and Coordination, the Management Evaluation Unit, the Policy and Oversight Coordination Service and the Executive Office of the Department of Management.

321. The secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board provides services to facilitate the review by the Committee and the Board of proposed procurement and disposal-of-assets cases, and issues recommendations to the Assistant Secretary-General for Central Support Services in accordance with the Financial Regulations and Rules of the United Nations. Pursuant to administrative instruction ST/AI/2011/8, and owing to the increased procurement authority of peacekeeping missions as of 2008, the Office has also been tasked with providing training and policy guidance to the local

committees on contracts and local property survey boards and monitoring their functioning. The Office also serves as the secretariat in support of the Award Review Board, which was established on a pilot basis by the General Assembly in its resolution 62/269, to process challenges of unsuccessful bidders.

322. The secretariat of the Fifth Committee and the Committee for Programme and Coordination provides substantive and technical services in support of the work of the Fifth Committee of the General Assembly and the Committee for Programme and Coordination, which are entrusted with responsibilities for administrative and budgetary matters and programmatic matters, respectively. The responsibilities of the secretariat include: the provision of proactive assistance to the Chairs and the bureaux of the Committees, strengthening and facilitating their work, including the provision of analytical and historical information on the proceedings of the Committees; and the provision of proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of reports and communications.

323. The Management Support Service will work closely with DPKO and DFS on the preparations to implement Umoja in the missions. Specifically, the Service will support with critical pre-launch organizational alignment activities, including the preparation and execution of a comprehensive stakeholder engagement and communications plan, the design and implementation of information sessions, help in the preparation and delivery of preparatory educational materials detailing the transition, and the coordination of deployment support activities to help in ensuring the level of readiness necessary for the new processes and system.

324. The Management Evaluation Unit will conduct prompt management evaluations of contested administrative decisions to determine whether those decisions comply with the Organization's applicable regulations, rules and policies. The Unit assists the Under-Secretary-General for Management in providing staff members requesting management evaluation with timely, written and reasoned responses regarding the outcomes of management evaluations. In cases involving separation from service, the Management Evaluation Unit also conducts prompt evaluations of requests for the suspension of the implementation of administrative decisions pending the completion of the management evaluation process. The management evaluation process is designed to avoid costly litigation by correcting flawed administrative decisions before an appeal is brought before the United Nations Dispute Tribunal and, where applicable, by facilitating the informal resolution of matters that are the subject of management evaluation requests. The management evaluation process is also designed to strengthen the managerial accountability and confidence of staff in the Organization. The Unit assists the Under-Secretary-General for Management with respect to the implementation of accountability measures that have been established for managers to ensure their timely response to management evaluation requests and to ensure that individuals are held accountable for their actions in accordance with relevant resolutions and regulations.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Positive feedback from Member States on services provided by the secretariat of the Fifth Committee and the Committee for Programme and Coordination (2012/13: 98 per cent of respondents rating the service good or above; 2013/14: 100 per cent; 2014/15: 100 per cent)

Outputs

- Provision of technical and substantive secretariat support to 110 formal and informal meetings of the Fifth Committee on peacekeeping matters, including advice on procedures, 30 draft resolutions and 30 reports of the Committee for adoption by the General Assembly
- Preparation of notes on the programme of work and the status of documentation and preparation of 25 procedural notes on peacekeeping-related items for the presiding officer of the Fifth Committee
- Maintenance and updating of the web pages of the Fifth Committee relating to peacekeeping matters

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of field operations	3.1 Average processing time for Headquarters Committee on Contracts cases is 7.5 business days (2012/13: 7.5 days; 2013/14: 7.5 days; 2014/15: 7.5 days)
	3.2 90 per cent of members of local committees on contracts trained in the relevant mandatory basic training (2012/13: 90 per cent; 2013/14: 90 per cent; 2014/15: 90 per cent)
	3.3 Stabilization of Umoja Extension I in the pilot mission following deployment on 1 July 2014 and successful deployment of relevant Umoja Extension I functionality across peacekeeping operations before June 2015
	3.4 Review and respond to all management evaluation requests filed by peacekeeping staff members within 45 days (2012/13: 84 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)
	3.5 Maintenance of the percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation, i.e., a remedy was found or the original decision was overturned (2012/13: 38 per cent; 2013/14: 40 per cent, 2014/15: 40 per cent)

Outputs

- Provision of the communications and engagement strategy to all peacekeeping missions and offices and departments funded from the support account, which outlines how information will be progressively disseminated in order to support staff in the transition to Umoja

- Provision of educational materials and clear guidelines to end users and managers to support the preparation for Umoja implementation to cluster 3, including the design and delivery of training and support materials such as job aids and user quick guides, leveraging the official website and iSeek as well as direct communications to field missions and individuals
- Organization of 90 meetings of the Headquarters Committee on Contracts and 20 meetings of the Headquarters Property Survey Board
- Review of 500 procurement actions and 250 disposal actions
- 4 field assessment visits to monitor and evaluate the functioning of local committees on contracts in peacekeeping missions
- 18 training courses on committees on contracts and property survey boards in support of peacekeeping missions
- 200 additional staff enrolled for the online training resources on the committees on contracts and property survey boards
- Review of 7 procurement challenges by independent high-level experts
- Provision of 236 reasoned decisions on behalf of the Secretary-General on whether the request for management evaluation by peacekeeping staff members is receivable and, if so, whether the contested administrative decision complies with the applicable rules and regulations
- Provision of 30 reasoned decisions on requests for suspension of action submitted to the Secretary-General in cases involving the separation from service of peacekeeping staff members
- Identification of systemic issues in respect of the decision-making authority of managers serving in peacekeeping missions and the issuance of guidance based on lessons learned

External factors

Completion of the Umoja system build and testing in accordance with the overall timeline

No significant increase in the number of cases received from field operations for review by the Headquarters Committee on Contracts, the Headquarters Property Survey Board and the Management Evaluation Unit; timeliness and sufficiency of managers' comments on cases submitted to the Management Evaluation Unit

(b) Human resources requirements

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ Positions requested*	*Total proposed 2014/15*	*Change*
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	1	–	–	–	1	–

Category	Approved staffing 2013/14	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/ Positions requested	Total proposed 2014/15	Change
P-5	–	–	–	–	–	–
P-4	3	–	1	–	4	1
P-3	3	–	–	–	3	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**7**	**–**	**1**	**–**	**8**	**1**
General Service						
Principal level	–	–	–	–	–	–
Other level	1	–	1	–	2	1
Subtotal	**1**	**–**	**1**	**–**	**2**	**1**
Total	**8**	**–**	**2**	**–**	**10**	**2**
General temporary assistance positions						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	1	–	(1)	–	–	(1)
P-3	1	–	–	–	1	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**2**	**–**	**(1)**	**–**	**1**	**(1)**
General Service						
Principal level	–	–	–	–	–	–
Other level	1	–	(1)	–	–	(1)
Subtotal	**1**	**–**	**(1)**	**–**	**–**	**(1)**
Total	**3**	**–**	**(2)**	**–**	**1**	**(2)**
Grand total	**11**	**–**	**–**	**–**	**11**	**–**

(c) Justification of posts

Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board

Conversion of two general temporary assistance positions (1 P-4 Capacity Development Officer and 1 GS (OL) Training and Analysis Assistant) to posts

325. The approved staffing establishment of the secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board comprises

four posts (1 D-1, 1 P-4, 1 P-3 and 1 GS (OL)) and two general temporary assistance positions (1 P-4 and 1 GS (OL)), funded from the support account. The two general temporary assistance positions are for a Capacity Development Officer (P-4) and a Training and Analysis Assistant (GS (OL)), which have been approved by the General Assembly since July 2009.

326. The secretariat provides services to the Committee, which reviews proposed procurement cases valued at over $500,000 ($200,000 for letters of assist), and to the Board, which reviews cases for the proposed disposal of assets. More than 80 per cent of the cases reviewed by the Committee and the Board are related to peacekeeping missions. Since the Department of Management has the overall responsibility for the procurement actions of the Organization, the secretariat is responsible for the following additional functions, among others: training of members of local committees on contracts in the field; monitoring of the functioning of the local committees on contracts to ensure that they have the adequate vetting capacity; and undertaking analyses of systemic issues and trends based on the recommendations of the Committee.

327. The Headquarters Committee on Contracts and the Headquarters Property Survey Board have established a capacity development programme for peacekeeping missions with regard to the local committees on contracts and property survey boards. The programme includes policy development activities, training and monitoring of the functioning of the local committees on contracts. Given the delegation of procurement authority, the monitoring role is considered a core function of the capacity development programme.

328. As part of the capacity development programme and as at 31 December 2013, the secretariat of the Headquarters Committee on Contracts, together with DFS, had conducted 13 field visits to assess the functioning of the local committees on contracts in nine peacekeeping missions. The assessments focused on reviewing the relevant policy documents, the composition of the local committees on contracts, the training status of the members and secretaries of the local committees on contracts, case processing statistics, record-keeping, the organization of and preparation for meetings, the conduct of meetings of local committees on contracts, the quality of the minutes of the meetings, client orientation, systemic issues and the implementation of the electronic Committee on Contracts system. During the 2012/13 period, the secretariat delivered 23 training courses for members of local committees on contracts and local property survey boards in seven peacekeeping missions. Training has now become mandatory for all members of the committees on contracts, and over 300 additional staff members from peacekeeping missions have registered to use the online resources of the Headquarters Committee on Contracts and Headquarters Property Survey Board. Taking into account the turnover of staff in the peacekeeping missions, the training programme is expected to be offered on a continuous basis.

329. The secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board has been carrying out the capacity development programme continuously since June 2007. Over the years, the training, monitoring and analysis functions have become an integral part of the terms of reference of the secretariat. Because the related functions are continuing in nature, it is proposed that the two general temporary assistance positions of Capacity Development Officer (P-4) and Training and Analysis Assistant (GS (OL)) be

converted to posts. The proposed conversions would allow the secretariat of the Headquarters Committee on Contracts to regularize the implementation of its capacity development programme in accordance with administrative instruction ST/AI/2011/8 and integrate an ongoing monitoring, evaluation and policy guidance component into its functions, as prescribed in the delegation of procurement authority and delegation of authority on property management.

330. The Capacity Development Officer (P-4) would be responsible for undertaking the review, analysis, monitoring and evaluation of the functioning of the local committees on contracts in peacekeeping missions in coordination with the Procurement Division and DFS; analysing the recommendations of the Headquarters Committee on Contracts and identifying systemic issues and trends in the acquisition process; developing policies and establishing standard operating procedures and guidelines; planning and organizing the biennial conference of chairs of the local committees on contracts, as well as field assessment missions; and developing and overseeing the implementation of the local committee on contracts and local property survey board training programme in peacekeeping missions, including the development and maintenance of e-learning resources, as well as the updating of the community of practice.

331. The Training and Analysis Assistant (GS (OL)) would support the Capacity Development Officer and would be responsible for preparing, processing and following up on administrative arrangements, certificates, training materials and supplies and forms; maintaining and updating the database related to the travel programme, training evaluations and membership of the committees; updating the information related to the membership of the committees in the community of practice; and producing statistical reports related to training and providing administrative and maintenance services to support the new online resources on committees on contracts and property survey boards.

(d) Justification of general temporary assistance positions

Management Evaluation Unit

Legal Officer (1 P-3 position, continuation)

332. The approved staffing establishment of the Management Evaluation Unit comprises one general temporary position of Legal Officer (P-3) funded from the support account.

333. The Unit reviews management evaluation requests and advises the Under-Secretary-General for Management as to whether to uphold or reverse an administrative decision or identify a settlement agreement between the staff member and the Administration. The Unit is tasked with resolving requests so that the staff member does not later take his or her claim to the United Nations Dispute Tribunal and making recommendations regarding the accountability of managers, if any, in the respective matters. During the financial period 2012/13, the Unit received 289 management evaluation requests from staff of peacekeeping operations, which is approximately one third of the total requests received. At the end of 2013, an accumulated backlog of 99 cases from 1,666 cases received in 2011 and 2012 remained. The completion of management evaluations for staff members in peacekeeping operations often involves extensive consultation with the decision makers in the missions and members of the Quality Assurance Unit in the Field

Personnel Division of DFS at Headquarters, particularly when a resolution of matters is explored.

334. The Legal Officers of the Unit are required to perform various essential tasks to complete the management evaluations within the tight time frames prescribed by the Staff Rules, which, in the case of requests submitted by staff members in offices away from Headquarters and in the field, is 45 days. Within this strict and narrow time frame, the Legal Officers are responsible for handling multiple requests at a given time, and must juggle the requirements of each case to ensure that they are completed within the required time frame. Management evaluation letters are very time-consuming and often involve extensive legal research.

335. In the light of the fact that requests from staff members serving in peacekeeping missions constitute the single largest group of requesters seeking management evaluation, and given the additional challenges in completing management evaluation requests submitted by staff members from peacekeeping operations as outlined above, it is proposed that the general temporary assistance position of Legal Officer (P-3) be continued in 2014/15.

(e) Financial resource requirements

(Thousands of United States dollars)

				Variance	
	Expenditures (2012/13)	*Apportionment (2013/14)*	*Cost estimates (2014/15)*	*Amount*	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	1 588.6	1 458.7	1 743.4	284.7	19.5
II. Non-post resources					
General temporary assistance	398.1	558.5	170.3	(388.2)	(69.5)
Consultants	56.5	80.5	77.0	(3.5)	(4.3)
Official travel	169.1	135.3	131.3	(4.0)	(3.0)
Facilities and infrastructure	19 081.6	22 702.4	21 679.4	(1 023.0)	(4.5)
Communications	501.1	595.9	501.8	(94.1)	(15.8)
Information technology	1 009.2	821.7	847.5	25.8	3.1
Other supplies, services and equipment	8 329.1	8 917.6	10 340.2	1 422.6	16.0
Subtotal, II	**29 544.7**	**33 811.9**	**33 747.5**	**(64.4)**	**(0.2)**
Total, I and II	**31 133.3**	**35 270.6**	**35 490.9**	**220.3**	**0.6**
Enterprise resource planning[a]	37 337.6	18 668.8	20 054.7	1 385.9	7.4
Total	**68 470.9**	**53 939.4**	**55 545.6**	**1 606.2**	**3.0**

[a] Based on the estimate presented in the fourth progress report of the Secretary-General on the enterprise resource planning project (A/67/360).

(e) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$1 743.4	$284.7	19.5%

336. The provision would cover the salaries, common staff costs and staff assessments for the 10 proposed posts. The higher requirements are attributable to the proposed conversion of two general temporary assistance positions to posts, offset in part by the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	Variance	
General temporary assistance	$170.3	($388.2)	(69.5%)

337. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of one general temporary assistance position. The lower requirements are attributable to the proposed conversion of two general temporary assistance positions to posts and the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	Variance	
Consultants	$77.0	($3.5)	(4.3%)

338. The consultancy requirements are as follows:

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
Award Review Board	7	77 000	Organization of 90 Headquarters Committee on Contracts meetings
Total		**77 000**	

339. The amount of $77,000 is proposed for the engagement of consultants with technical expertise in specialized fields, including in the areas of legal, financial and administrative aspects of procurement procedures, for seven person-months, to review contested bids made by unsuccessful vendors. The Award Review Board experts should be independent from the United Nations to ensure the integrity of the process. It is estimated that the Award Review Board would receive seven cases in the 2014/15 period.

	Cost estimates	Variance	
Official travel	$131.3	($4.0)	(3.0%)

340. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	23 000	4 assessment visits to field operations to monitor and assess the performance of local committees on contracts
Training	108 300	Organization of 20 training courses for members of local committees on contracts and local property survey boards in field operations
		Provision of 300 reasoned decisions on behalf of the Secretary-General on whether the request for management evaluation by peacekeeping staff members is receivable and, if so, whether the contested administrative decision complies with the applicable rules and regulations
Total	**131 300**	

341. The amount of $23,000 is proposed for travel to conduct consultation visits to monitor and assess the performance of local committees on contracts.

342. The amount of $108,300 is proposed for travel to undertake the following training-related activities: basic and advanced training courses, including specialized training on minutes-writing, for members of local committees on contracts and local property survey boards in seven field locations, with emphasis on conducting training in regional offices ($106,700); and attendance at the annual meeting of the American Society of International Law to improve understanding of the principles underpinning the institutional law of international organizations, in general, and the general principles of international law applicable to cases before the Management Evaluation Unit, in particular ($1,600).

	Cost estimates	*Variance*	
Facilities and infrastructure	$21 679.4	($1 023.0)	(4.5%)

343. The amount of $21,679,400 is proposed to provide for the standard rental of premises and for alterations, improvements and furniture centrally administered by the Executive Office of the Department of Management on behalf of DPKO ($7,296,000); DFS ($7,568,400); the Department of Management ($5,034,300); OIOS ($508,800); the Executive Office of the Secretary-General ($79,500); the Office of Staff Legal Assistance ($73,500); the Ethics Office ($89,400); the Office of Legal Affairs ($286,200); the Department of Public Information ($63,600); the Department of Safety and Security ($343,800); the secretariat of the Advisory Committee on Administrative and Budgetary Questions ($15,900); and OHCHR ($163,000). It also includes the acquisition of office supplies for the Department of Management ($157,000).

344. The lower requirements are attributable to the fact that the non-recurring costs associated with office alterations and furniture acquisition for new posts and general temporary positions, for which a provision was made in 2013/14, will not be required for 2014/15.

	Cost estimates	Variance	
Communications	$501.8	($94.1)	(15.8%)

345. The amount of $501,800 is proposed to provide for: requirements for commercial communications services associated with mobile devices ($192,700) and desktop phones ($174,600), estimated on the basis of standard rates derived from past expenditure trends and planned usage; the acquisition of mobile office licences ($105,000): and videoconferencing charges ($29,500).

346. The lower requirements are attributable to efforts made to reduce costs in connection with the use of mobile phones.

	Cost estimates	Variance	
Information technology	$847.5	$25.8	3.1%

347. The amount of $847,500 would cover requirements for: the maintenance and repair of information technology equipment based on standard service-level agreements established by OICT ($503,600); the support account share of central information technology infrastructure costs ($262,600) (information storage and backup, application hosting, departmental servers) derived from past expenditure patterns; the acquisition of new and replacement of obsolete standard information technology equipment ($53,300); and ongoing contractual support services for the maintenance of the electronic systems of the Headquarters Committee on Contracts and the Award Review Board as well as maintenance of the online resources of the Headquarters Committee on Contracts and Headquarters Property Survey Board ($28,000).

348. The higher requirements are attributable to the increase in the support account share of central information technology infrastructure costs derived from actual expenditure patterns, offset by the transition from various network printers and leased copy machines to one managed output service for all printing and photocopying needs.

	Cost estimates	Variance	
Other supplies, services and equipment	$10 340.2	$1 422.6	16.0%

349. The amount of $10,340,200 is proposed to cover after-service health insurance costs for retired peacekeeping staff ($10,310,800), based on the projected annual population during 2014/15 and past period expenditure patterns; materials for training provided to members of local committees on contracts and local property survey boards in peacekeeping missions ($26,000); training fees for attendance at the annual meeting of the Association for Human Resources Management in International Organizations ($2,200); and design and printing costs for Umoja posters ($1,200).

350. The higher requirements are attributable primarily to the increased after-service health insurance costs for retired peacekeeping staff.

2. Office of Programme Planning, Budget and Accounts

(a) Results-based-budgeting framework

351. The mandate of the Office of Programme Planning, Budget and Accounts was established by the General Assembly in its resolution 13 (I). The functions of the Office are set out in Secretary-General's bulletin on its organization ST/SGB/2003/16. The Office comprises the Office of the Controller, the Accounts Division, the Treasury, the Programme Planning and Budget Division, the Peacekeeping Financing Division and the Financial Information Operations Service.

352. As Chair of the IPSAS Steering Committee, the Office leads the change to IPSAS-compliant accounting and reporting for the Organization. The Office is tasked with applying IPSAS principles and articulating the related policies and procedures, supporting the design and configuration of the information system to facilitate the production of IPSAS-compliant financial statements, and determining opening balances as well as the related change management activities that are an essential part of such a large-scale project. During the 2014/15 period, the Office will support the production and audit of the first IPSAS-compliant financial statements and lead the post-implementation tasks that will support the sustainability of IPSAS compliance, while ensuring that structures remain in place to facilitate the realization of the benefits of IPSAS.

353. The Accounts Division will continue to provide financial services, including payroll, payments and insurance, to peacekeeping missions and will carry out control and monitoring functions; provide financial guidance and assistance and prepare IPSAS-compliant peacekeeping financial statements; continue its efforts to improve processes in order to achieve efficiencies in meeting growing demands; and fully engage with the further advancement of the financial modules of the Umoja project and its deployment in peacekeeping operations. The Treasury will continue to provide guidance on policies and procedures related to treasury and banking operations to peacekeeping missions; continue the initiative of consolidating and integrating bank accounts in order to streamline operations and reduce the number of bank accounts in peacekeeping missions; optimize the use of SWIFT by initiating direct connectivity with banks where peacekeeping missions maintain their accounts for centralized risk analysis and reporting; continue to manage the investments and liquidity of peacekeeping funds; execute monthly remittances to field operations; execute payroll payments to internationally recruited staff members; process amendments to bank account signatory panels; provide technical support and guidance on the use of various banking systems; and continue to play an instrumental role in the implementation of Umoja in peacekeeping missions. The Peacekeeping Financing Division will continue to improve the budget preparation tools to increase the productivity and quality of its products, including by reforming and simplifying the budget costing sheets. In addition, the Division is currently working on proposals to improve the format and presentation of the budget reports by providing the analysis of data that would enable the Committees to more easily perform their oversight duties.

354. The Financial Information Operations Service will continue to maintain and enhance financial information technology systems that support the mandate of the Office of Programme Planning, Budget and Accounts; provide business analysis for requested changes in required systems; and produce reports that provide information about financial activities and provide operational support to the Office. The

priorities of the Service are to ensure that new systems are created that meet new business needs as they arise while Umoja is being developed, and to ensure that existing systems are maintained and are continually available to ensure that the financial activities of the Office are supported in a timely manner to facilitate responses to requirements of Member States. The main challenge of the Service is to dedicate resources to and actively work on the implementation of Umoja, while continuing to maintain all existing systems and meet the changing business requirements of the Office while not heavily investing in new systems or developments that would conflict with Umoja.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 100 per cent of deadlines for the submission of reports to the Department for General Assembly and Conference Management are met (2012/13: 90 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)
	1.2 No negative comments in the legislative reports on the format and presentation of peacekeeping budgets, performance reports and other related reports (2012/13: 3; 2013/14: zero; 2014/15: zero)
	1.3 Provision of responses to requests for supplementary information from the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions no later than 5 working days after their receipt (2012/13: 5 to 10 days; 2013/14: 5 days; 2014/15: 5 days)
	1.4 A positive audit opinion of the United Nations Board of Auditors on the peacekeeping financial statements (2012/13: positive; 2013/14: positive; 2014/15: positive)
	1.5 Financial statements are available to the Board of Auditors within 3 months of the end of the financial period (2012/13: 3 months; 2013/14: 3 months; 2014/15: 3 months)
	1.6 Monthly status of contributions available online by the end of the following month (2012/13: 1 month; 2013/14: 1 month; 2014/15: 1 month)

Outputs

- 28 reports on budget performance and budget estimates for 13 active peacekeeping operations and UNSOA; 3 reports on the disposition of assets for MINURCAT, UNMIT and UNSMIS; and 1 final performance report for UNMIS
- 1 report on the updated financial position of closed peacekeeping operations
- 9 reports and notes on the administrative and budgetary aspects of the financing of United Nations field operations, including the overview report, the support account for peacekeeping operations and UNLB

- 20 supplementary information packages provided to the Advisory Committee on Administrative and Budgetary Questions for 13 active peacekeeping operations and UNSOA, disposition-of-assets reports for MINURCAT, UNMIT and UNSMIS, and final performance report for UNMIS, UNLB and the support account for peacekeeping operations
- Review and coordination of responses to follow-up questions from legislative bodies on 13 active peacekeeping operations and UNSOA, UNLB, MINURCAT, UNMIS, UNMIT, UNSMIS, the support account and cross-cutting issues
- A set of IPSAS-compliant financial statements and notes for all active and closed peacekeeping missions
- Status of contributions available online, including summary information and outstanding assessed contributions

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Banking operations set up within 3 months of the establishment of new peacekeeping operations (2012/13: 3 months; 2013/14: 3 months; 2014/15: 3 months)

Outputs

- Provision of assistance to peacekeeping operations in the selection of banks to provide the required banking services

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of field operations	3.1 Revision of standard operating procedures developed to support IPSAS accounting and reporting
	3.2 Liabilities for troops and formed police units do not exceed 3 months (2012/13: partially achieved; 2013/14: 3 months; 2014/15: 3 months)
	3.3 90 per cent of respondents to client surveys rate the guidance provided by the Peacekeeping Financing Division on budgetary policies and procedures as at least good or very good (2012/13: partially achieved; 2013/14: 90 per cent; 2014/15: 90 per cent)
	3.4 Payments to troop-contributing countries are processed within the required time frames and in accordance with payment instructions provided by Member States (2012/13: achieved; 2013/14: achieved; 2014/15: achieved)
	3.5 90 per cent of Headquarters payments are processed for international staff in field missions within 30 working days of the receipt of supporting documentation (2012/13: 90 per cent; 2013/14: 90 per cent; 2014/15: 90 per cent)

3.6 90 per cent of payments of invoices to vendors and travel claims of staff are processed within 30 working days of the receipt of supporting documentation (2012/13: 86 per cent; 2013/14: 90 per cent; 2014/15: 90 per cent)

3.7 Advice on insurance terms for peacekeeping contracts referred to the Insurance and Disbursement Service are provided within 30 working days of the receipt of the request (2012/13: 100 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)

3.8 100 per cent of communications to Member States for contributions are processed within 30 days after the adoption of resolutions (2012/13: 100 per cent; 2013/14: 95 per cent; 2014/15: 100 per cent)

3.9 Requests for financial delegation of authority are approved and processed within 2 weeks of receipt of required supporting documentation (2012/13: 100 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)

3.10 Peacekeeping support accounts investment pool rate of return equal to or above the 90-day United States Treasury bill interest rate for United States dollar investments (United Nations benchmark)

3.11 100 per cent of payments requested for peacekeeping accounts processed within two business days (2012/13: 100 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)

3.12 No service support disruption for financial and budget information systems users

Outputs

- Provision of guidance on IPSAS benefits realization
- Provision of guidance on sustaining IPSAS compliance in the missions
- Monitoring of the delegation of financial authority to field operations
- Monitoring of audit recommendations pertaining to accounting and budgetary aspects of field operations
- Provision of advice to peacekeeping operations on financial regulations and rules; accounting policies, procedures and practices; and insurance matters
- Provision of training and policy guidance to field finance operations on improved internal controls and rectification of audit findings
- Processing of 20,000 payments to Member States, staff and vendors
- Processing of 10,000 education grant claims and advances

- Negotiation and administration of 12 insurance policies that cover peacekeeping operations, including the master aviation policy and the worldwide vehicle policy
- Provision of health and life insurance to all eligible international and national peacekeeping staff and dependants
- Settlement of peacekeeping commercial insurance claims and the claims reviewed by the Advisory Board on Compensation Claims
- Timely issuance of the assessment letters and comprehensive reminders to Member States regarding unpaid assessments
- Processing of 3,500 investment settlements for peacekeeping operations in accordance with industry standards
- Processing of 3,000 receipts from Member States for contributions for peacekeeping operations, and maintenance of accurate and up-to-date unpaid contributions records
- Effective servicing of the Committee on Contributions by timely provision of all requested data
- Delegation to field finance officers of the authority to act as approving officers
- Policy guidance provided to 13 peacekeeping operations and UNSOA, UNLB and 11 Headquarters departments and offices on the formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based budgeting and recommendations of legislative bodies, and establishment of related trust funds, through, among other things, the organization of a workshop in cooperation with representatives from the Field Budget and Finance Division of DFS for budget staff from the field operations and a briefing for Headquarters departments and offices on the preparation of budget proposals for the support account
- Visits to 4 peacekeeping operations to provide strategic advice and on-site assistance on budgetary and financial issues
- 500 funding authorizations and 27 staffing table authorizations for peacekeeping operations, UNSOA, UNLB, Headquarters departments and offices, and peacekeeping trust funds on an ongoing basis
- 20 financial reports and other financial communications to donors for peacekeeping trust funds
- Organization and conduct of videoconferences with peacekeeping operations, UNSOA and UNLB, as and when required, on pending budget assumptions and justification issues during the performance and budget report finalization phase
- United States dollar funds of peacekeeping accounts invested in accordance with United Nations approved guidelines
- Execution of approximately 2,400 electronic fund transfers, 900 foreign exchange purchases and 850 investment settlements
- Execution of approximately 80,000 payroll payments to approximately 7,500 staff members funded from peacekeeping accounts
- Recording of approximately 2,900 incoming payments for $6.4 billion to peacekeeping accounts; and transfer of approximately 800 remittances for $2.8 billion to peacekeeping bank accounts
- Processing of approximately 200 bank signatory amendments for peacekeeping bank accounts

- Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control and local area network administrative functions
- Maintenance of charts of accounts and other finance-related reference tables; development and enhancement of ad hoc applications
- Enhanced financial management reports

External factors

Assessments will be paid promptly, adequate insurance policies for peacekeeping missions will be offered continuously by the insurance industry; interest rates, rates of return and the exchange rate of the United States dollar and other currencies will be favourable; and requests for delegation of financial authority will be received on a timely basis

(b) Human resources requirements

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2014/15*	*Change*
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	1	–	–	–	1	–
D-1	1	–	–	–	1	–
P-5	6	–	–	–	6	–
P-4	26	–	–	–	26	–
P-3	19	–	1	–	20	1
P-2/P-1	2	–	–	–	2	–
Subtotal	**55**	**–**	**1**	**–**	**56**	**1**
General Service and related						
Principal level	4	–	–	–	4	–
Other level	42	–	–	–	42	–
Subtotal	**46**	**–**	**–**	**–**	**46**	**–**
Total	**101**	**–**	**1**	**–**	**102**	**1**
General temporary assistance positions[a]						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	1	–	–	–	1	–

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts positions proposed*	*Total proposed 2014/15*	*Change*
P-4	2	–	–	–	2	–
P-3	5	–	(1)	–	4	(1)
P-2/P-1	1	–	–	–	1	–
Subtotal	**9**	**–**	**(1)**	**–**	**8**	**(1)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	1	–
Subtotal	**1**	**–**	**–**	**–**	**1**	**–**
Total	**10**	**–**	**(1)**	**–**	**9**	**(1)**
Total posts and positions	**111**	**–**	**–**	**–**	**111**	**–**

[a] Includes one general temporary assistance position approved for MINUSMA in 2013/14, pursuant to General Assembly resolution 68/259.

(c) Justification of posts

Treasury

Conversion of one general temporary assistance position (1 P-3 Finance Officer) to a post

355. The approved staffing establishment of the Treasury comprises seven posts (1 P-5, 3 P-4, 1 GS (PL) and 2 GS (OL)) and two general temporary positions (1 P-3 and 1 P-2), including one post (P-5) and one general temporary assistance position (P-3) for the Global Banking Operations Section and three posts (1 P-4, 1 GS (PL) and 1 GS (OL)) and one general temporary assistance position (P-2) for the Cashier's Section, funded by the support account.

356. The significant increase in the scope of peacekeeping operations, from approximately $2.5 billion in 2002/03 to approximately $7 billion in 2013/14, and in the complexity of operations in peacekeeping missions has led to the need for a Finance Officer (P-3) in the Global Banking Operations Section to assist in identifying banking solutions for field missions and processing all the required documentation related to bank signatory amendments and other official communications with the banks. Approximately $3 billion is disbursed annually in the field, a significant proportion of which is disbursed locally in countries with very limited banking infrastructure. The Treasury needs to ensure that such payments are made in the most efficient, secure and cost-effective manner possible. In addition, the incumbent would support the establishment of banking operations and payment arrangements for peacekeeping operations, arrange and coordinate the logistics for the transportation, storage and disbursement of cash, process the documentation required for the opening and closing of bank accounts and amendments to bank signatory panels and provide training on the use of electronic payment systems in field missions.

357. This general temporary assistance position of Finance Officer (P-3) has been approved by the General Assembly since July 2009, and its functions are core functions of Treasury and are of a continuous nature. It is therefore proposed that it be converted to a post.

(d) Justification of general temporary assistance positions

Office of the Controller

IPSAS Implementation Team

Project Manager (1 P-5 position, continuation)

IPSAS Officers (1 P-4 and 2 P-3 positions, continuation)

358. The current staffing establishment of the IPSAS Implementation Team comprises four general temporary assistance positions (1 P-5, 1 P-4 and 2 P-3) funded from the support account.

359. Owing to the size and complexity of the IPSAS project, strong change management and project management functions are required for successful IPSAS implementation in peacekeeping operations and to support the post-implementation tasks aimed at ensuring IPSAS sustainability. The objectives of the change management function are to ensure the successful production of financial statements as at the end of the first year of IPSAS adoption while maintaining stakeholder confidence in the ongoing work of the IPSAS project, and to prepare management to leverage the new information resulting from IPSAS to improve the business of peacekeeping operations beyond the IPSAS implementation phase. The project management function will ensure that the detailed tasks towards preparing the first IPSAS financial statements and the related audit support tasks are being effected accurately and in a timely manner by each peacekeeping mission, that risks at the mission level are being proactively managed and that an overview of the status of preparations and audit of the first IPSAS financial statements for peacekeeping operations, as well as the post-implementation tasks, is presented to management at Headquarters for corporate-level risk management.

360. In this context, it is proposed that the position of Project Manager (P-5) be continued to support the successful production of IPSAS-compliant financial statements, ensuring that detailed tasks towards the preparation of IPSAS-compliant reports are being effected accurately and in a timely manner by each peacekeeping operation, that risks at the mission level are being proactively managed and that an overview of the status of preparations and audit of the first IPSAS financial statements for peacekeeping operations is presented to management at Headquarters. The incumbent would continue to focus on project management and on communication, training and stakeholder management.

361. Accordingly, it is proposed that the three general temporary assistance positions of IPSAS Officer (1 P-4 and 2 P-3) also be continued. The IPSAS Officer (P-4) would focus on providing support for the project at field missions to finalize data supporting the first IPSAS-compliant financial statements, especially in the areas of property, plant and equipment and inventories, and also focus on providing support for the audit of these balances and for sustaining IPSAS-compliant accounting beyond the first year of IPSAS. Work in this area includes reviewing the revised data for consistency, accuracy and completeness and ensuring that a

comprehensive record of assets is in place for each office to support the audit of the first set of IPSAS-compliant financial statements and to ensure the sustainability of IPSAS accounting and reporting, and also includes working with property managers in interpreting the new information provided as a result of IPSAS implementation and providing support for the realization of benefits.

362. One IPSAS Officer (P-3) would focus on ensuring that a solid regulatory framework is in place to support the sustainability of IPSAS-compliant accounting and reporting, including by supporting the development of additional standard operating procedures based on the results of the first IPSAS-compliant financial statements process; proposing relevant changes to the IPSAS policy framework and corporate guidance documents; monitoring relevant emerging policies issues on the agenda of the IPSAS Board; and documenting areas where internal controls need to be strengthened to support IPSAS sustainability with the aim of providing reasonable assurance that financial and operational information continues to be reliable and produced with integrity.

363. The second IPSAS Officer (P-3) would focus on ensuring that a solid risk reporting framework is in place at the mission level to support IPSAS sustainability; providing support for the change and project management functions, including by maintaining risk and issue logs and a collaborative site to share IPSAS experiences and lessons learned and support the capture of areas of IPSAS benefits realization in missions; and supporting the coordination of the audit of the first IPSAS-compliant financial statements, maintaining auditors' recommendation logs and ensuring the quick resolution of audit issues by missions, as well as tracking the review of internal controls with a view to implementing improvements to ensure IPSAS sustainability.

Accounts Division

Health and Life Insurance Section

Finance Assistant (1 GS (OL) position, continuation)

364. The approved staffing establishment of the Health and Life Insurance Section comprises four posts (1 P-4 and 3 GS (OL)) and one general temporary position of Finance Assistant (GS (OL)), funded by the support account. The Section manages the insurance for staff and their families. The functions of the general temporary position of Finance Assistant include servicing clients in peacekeeping operations by processing insurance applications for new and reappointed staff, communicating with clients (staff members, their relatives and administrative officers), responding to queries and following up on the status of claims. The incumbent would also assist during the peak workload of the annual health insurance enrolment campaign and provide support in the collection of census data from field offices for use in the actuarial valuations of end-of-service liabilities, an annual requirement under IPSAS. As a result of these continuing requirements, it is proposed that the general temporary position of Finance Assistant (GS (OL)) be continued in 2014/15.

Treasury

Cashier Section

Associate Finance Officer (1 P-2 position, continuation)

365. The approved staffing establishment of the Cashier Section comprises one post (GS (OL)) and one general temporary assistance position of Associate Finance Officer (P-2), funded from the support account.

366. As explained in paragraph 356 above, the scope of peacekeeping operations has increased from approximately $3 billion in 2002/03 to more than $7 billion for 2013/14, resulting in an increase in the complexity and volume of the payments processed by the Treasury, requiring a staff member with extensive knowledge of global payment processing to fully support the operations of the peacekeeping missions. The Treasury makes approximately 7,000 payroll payments per month to staff members in peacekeeping missions, and the high turnover of staff in the missions necessitates the ongoing updating of payroll payment instructions by the Treasury.

367. In this context, it is proposed that the general temporary assistance position of Associate Finance Officer (P-2) be continued to assist the Cashier in managing the day-to-day operations of the Section to ensure that the work related to recording Member States contributions, the disbursement of funds, foreign exchange and investment settlements and the maintenance of payee banking master data is conducted in a timely, accurate and efficient manner and carried out in a secure environment in accordance with the Financial Regulations and Rules of the United Nations and in line with industry best practices.

Peacekeeping Financing Division

Finance and Budget Officers (1 P-4 and 2 P-3 positions, continuation)

368. The approved staffing establishment of the Peacekeeping Financing Division comprises 33 posts (1 D-2, 1 D-1, 4 P-5, 10 P-4, 8 P-3 and 9 GS (OL)) and three general temporary assistance positions (1 P-4 and 2 P-3), funded from the support account.

369. The Division has experienced a significant workload volume in recent financial periods commensurate with the level of peacekeeping operations. The complexity of peacekeeping missions is demonstrated not only by the composition of the input requirements, but also by the multi-component results-based-budgeting frameworks that reflect their respective mandates. Steady progress has been made in refining the results-based-budgeting frameworks, which requires an effort level that is both intensive and time-consuming. Given the multidimensional scope of these missions' mandates as well as their respective results-based-budgeting frameworks, the financial and human resources requirements require extensive and detailed analysis under tight timelines for the submission of the financing reports.

370. The continuation of one general temporary assistance position of Finance and Budget Officer (P-4) is required to provide support for the financial and legislative backstopping of MINUSMA. Taking into account the breadth, complexity and multidimensional scope of this large mission, the full-time support of a Finance and Budget Officer at the P-4 level, which cannot be accommodated from within the approved staffing establishment of the Division, would be required. The functions of

the position would include the review, analysis and preparation of the Secretary-General's performance and budget reports for MINUSMA and the detailed supplementary information for the Advisory Committee on Administrative and Budgetary Questions. The incumbent would also be responsible for financial backstopping, the monitoring of budget implementation, the review and analysis of monthly troop strength reports for the reimbursement of troop costs, and the administration of mission-related trust funds. In addition, the incumbent would provide budgetary guidance to counterparts in DFS and the Mission. The proposal to support MINUSMA with a dedicated position of Finance and Budget Officer would ensure that the financial backstopping, administration of related trust funds and legislative support for the Mission is completed in a timely manner.

371. Given the expected workload of the Division in 2014/15, it is proposed that the two general temporary assistance positions of Finance and Budget Officer (P-3) be continued. Internal reassignments have been made to effect the closure of MINURCAT, UNMIS, UNMIT and UNSMIS. The complete closure of other peacekeeping missions terminated in recent years has taken an average of three fiscal years after liquidation, for which a series of reports are prepared for submission to the General Assembly (a performance report for the liquidation period, a final disposition of assets report and a final performance report), until the final performance report for the missions has been presented to the Assembly and the missions have been declared closed under the agenda item "Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations". In addition, the Division continues to provide support for the remaining administrative affairs and outstanding obligations, including the financial backstopping and closure of the mission-related trust funds. On the basis of that experience, the workload with respect to missions in liquidation was distributed to the temporary position of Finance and Budget Officer at the P-3 level. The incumbent would also provide support for surge requirements that arise when off-cycle budget reports are required, as was the case during 2011/12 and 2012/13, when UNSMIS and MINUSMA were established in April 2012 and April 2013, respectively. At the time, finance and budget officers were in the midst of the legislative review process with respect to their assigned tasks. In addition, the incumbent would provide capacity to undertake other tasks that the Division might be involved with, including but not limited to improvements to the budget preparation tools.

372. When UNISFA was established by the Security Council in June 2011, the backstopping of the mission was assigned to a general temporary assistance position of Finance and Budget Officer (P-3), which was already supporting MINURCAT. Requirements for supporting the financing of UNISFA have grown significantly over the past years, in the light of the challenging operating environment that the Abyei area presents and as UNISFA has expanded its operations, and it is expected that the level of support required will increase. Against this background, a Finance and Budget Officer position at the P-3 level would continue to be required to strengthen the Division's capacity to support the financial and legislative backstopping of UNISFA. A review of the distribution of assignments indicated that the work related to support UNISFA requires one dedicated position of Finance and Budget Officer, rather than assigning the work to officers who already have a full-time portfolio with other missions. The continuation of the position would ensure the timely preparation and submission of financing reports for UNISFA, both in and

out of the normal cycle, and would provide more sustainable coverage of support to the mission.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2012/13)	Apportionment (2013/14)	Cost estimates (2014/15)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	15 017.5	15 106.9	15 169.8	62.9	0.4
II. Non-post resources					
General temporary assistance	1 333.9	1 742.2	1 573.1	(169.1)	(9.7)
Consultants	2 842.1	3 241.2	3 128.9	(112.3)	(3.5)
Official travel	498.0	467.3	511.3	44.0	9.4
Information technology	944.9	847.6	671.5	(176.1)	(20.8)
Other supplies, services and equipment	209.8	253.2	247.2	(6.0)	(2.4)
Subtotal, II	**5 828.7**	**6 551.5**	**6 132.0**	**(419.5)**	**(6.4)**
Total	**20 846.2**	**21 658.4**	**21 301.8**	**(356.6)**	**(1.6)**

(f) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$15 169.8	$62.9	0.4%

373. The provision would cover the salaries, common staff costs and staff assessments for the 102 proposed posts. The higher requirements are attributable to the proposed conversion of one general temporary assistance position to a post, offset in part by the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	Variance	
General temporary assistance	$1 573.1	($169.1)	(9.7%)

374. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of eight general temporary assistance positions. The lower requirements are attributable to the proposed conversion of one general temporary assistance position to a post and the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	Variance	
Consultants	$3 128.9	($112.3)	(3.5%)

375. The consultancy requirements are as follows:

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
IPSAS implementation in peacekeeping missions	204	2 850 000	A set of IPSAS-compliant financial statements and notes for all active and closed peacekeeping missions Provision of guidance on sustaining IPSAS compliance in the missions
IPSAS training	12	278 900	Deployment of an instructor-led, intermediate and advanced training course on IPSAS
Total		**3 128 900**	

376. An amount of $2,850,000 is proposed for the engagement of consultants for 204 person-months to support the IPSAS-compliant recording of transactions during the first year of IPSAS after the creation of the IPSAS-compliant opening balances, including support for the preparation of the first set of IPSAS financial statements for peacekeeping operations after the IPSAS "dry run" in peacekeeping missions (which validated the systems and processes that supported the preparation of IPSAS-compliant financial statements using real data). The consultants would also assist with the application of corporate-level guidance and specific office-level standard operating procedures and the deployment of Umoja as the information backbone, to ensure IPSAS-compliant accounting and reporting for peacekeeping missions. In addition, the consultants would support the project management function to ensure that the IPSAS planned activities are kept on track, including maintaining the preliminary work sustainability, internal control reviews and benefits reviews as the project approaches institutionalization.

377. An amount of $278,900 is proposed for the engagement of one consultant for 12 months, including $98,900 for travel to 13 peacekeeping operations and the Global Service Centre (each mission of seven days' duration) to facilitate instructor-led training at the advanced level on the preparation of IPSAS-compliant financial statements using Umoja.

378. The lower requirements are attributable to the fact that the consultants' workload required in 2014/15 for the preparation of IPSAS-compliant financial statements is expected to be lower than the workload estimated for 2013/14.

	Cost estimates	*Variance*	
Official travel	$511.3	$44.0	9.4%

379. The official travel requirements are described below:

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/consultation	250 700	A set of IPSAS-compliant financial statements and notes for all active and closed peacekeeping missions Provision of guidance on sustaining IPSAS compliance in the missions Monitoring of audit recommendations pertaining to accounting and budgetary aspects of field operations Provision of advice to peacekeeping operations on financial regulations and rules; accounting policies, procedures and practices; and insurance matters Provision of health and life insurance to all eligible international and national peacekeeping staff and dependants
Technical support	79 500	Visits to 4 peacekeeping operations to provide strategic advice and on-site assistance on budgetary and financial issues
Seminars/conferences/workshops	69 600	Negotiation and administration of 12 insurance policies that cover peacekeeping operations, including the master aviation policy and the worldwide vehicle policy Policy guidance provided to 13 peacekeeping operations and UNSOA, UNLB and 11 Headquarters departments and offices on the formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based budgeting and recommendations of legislative bodies, and establishment of related trust funds through, inter alia, the organization of a workshop in cooperation with representatives from the DFS Field Budget and Finance Division for budget staff from the field operations and a briefing for Headquarters departments and offices on the preparation of budget proposals for the support account Monitoring of audit recommendations pertaining to accounting and budgetary aspects of field operations
Training	111 500	Provision of advice to peacekeeping operations on financial regulations and rules; accounting policies, procedures and practices; and insurance matters Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control; local area network administrative functions Maintenance of charts of accounts and other finance-related reference tables; development and enhancement of ad hoc applications Enhanced financial management reports Provision of guidance on sustaining IPSAS compliance in the missions
Total	**511 300**	

380. An amount of $250,700 is proposed for travel to undertake the following mission planning/assessment/consultation activities: providing guidance to peacekeeping operations on new accounting policies and financial procedures, and reviewing the workflows and processes in the peacekeeping missions in respect of IPSAS and Umoja implementation ($41,200); meeting with the administrative representatives of peacekeeping missions to assess the implementation of third-party administration for the medical insurance plan for local staff in peacekeeping missions, to review the quality of services provided and to discuss coverage requirements and other issues ($19,100); preparing the first set of IPSAS-compliant financial statements and notes for all active and closed peacekeeping missions and providing support for internal control reviews, benefits assessment and sustainability reviews ($157,800); and providing guidance on various financial issues by the Controller and the Deputy Controller to six peacekeeping missions ($32,600).

381. An amount of $79,500 is proposed for travel to undertake the following technical support activities: providing on-site advice and assistance on budget and financial issues ($44,200); and providing advice to peacekeeping operations finance staff on treasury policies and procedures, cash management and issues related to banking ($35,300).

382. An amount of $69,600 is proposed for travel to participate in seminars/conferences/workshops, as follows: a workshop on the theory of results-based budgeting and the preparation of budget performance and budget reports organized by the Peacekeeping Financing Division in the Regional Service Centre in Entebbe ($51,500); participation of the Treasury in the annual meeting of the World Bank and the International Monetary Fund to ensure that the staff is up to date on global financial issues ($4,700); meetings of the IPSAS board ($7,500); and a workshop to meet with commercial insurance experts from other international organizations ($5,900).

383. An amount of $111,500 is proposed for travel to undertake the following training-related activities: deployment of instructor-led training to support IPSAS sustainability ($51,200); facilitation of a five-day workshop for the chief finance officers of peacekeeping operations ($41,500); and attendance at external information technology training to enhance technology skills in order to ensure that financial systems are maintained in line with technological changes ($18,800).

384. The higher requirements are attributable to the general increase in air ticket costs.

	Cost estimates	*Variance*	
Information technology	$671.5	($176.1)	(20.8%)

385. An amount of $671,500 is proposed to provide for non-standard resources for the replacement of a server ($24,000), the acquisition of software licences and fees ($566,200) and contractual services for ongoing support ($81,300), to meet peacekeeping business needs, as indicated in the table and the paragraphs below.

386. The amount for software licences and fees ($566,200) is required for the maintenance and support of existing financial software and systems, including, for example, the Bloomberg Asset and Investment Manager application, which is

utilized for portfolio risk management, and SWIFT, which is the interbanking transfer application.

Non-standard information technology by category
(United States dollars)

Contractual services	
Ongoing support	
Implementation of software and systems upgrades	30 300
Additional information technology infrastructure	30 000
Additional desktop services	21 000
Total	**81 300**

Ongoing support services

Implementation of software and systems upgrades

387. An amount of $30,300 is proposed for contractual services to implement upgrades and provide maintenance to the support system for the interbanking transfer application; to provide maintenance for the financial authorization system; and to upgrade software for other finance and treasury-specific applications. System upgrades are essential to enable existing software to function in a developing information technology environment and to meet the requirements under the service-level agreement with external vendors of the software, external contractual personnel or OICT in order to obtain future service support or specialized support.

Additional information technology infrastructure

388. An amount of $30,000 is proposed for contractual services provided by OICT for the additional information technology infrastructure requirements associated with the expected growth in existing application environments that are not included in the centrally administered standard information technology infrastructure provision.

Additional desktop support

389. An amount of $21,000 is proposed for contractual services to provide additional desktop services, such as maintenance and repair support beyond the standard usage of the Office normally covered under the standard-level agreement for desktop services, for example, for treasury functions that require additional desktop power.

390. The reduced requirements are attributable primarily to the fact that a few treasury and financial systems will be discontinued and replaced by Umoja in 2014/15.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$247.2	($6.0)	(2.4%)

391. An amount of $247,200 is proposed to provide for: the payment of annual bank fees for the Treasury ($150,000); the cost of engaging a consulting firm specialized

in the actuarial valuation of peacekeeping personnel benefits, such as repatriation, annual leave and after-service health insurance, to assist in the reporting of actuarial valuation and disclosure of liability in relation to staff benefits, as required by IPSAS ($35,000); the cost of IPSAS-related training materials ($25,200); the training fees for external technical courses in the area of information technology ($31,000); the cost of mailing banking information ($4,000); and the cost of training materials for the chief finance officers' workshop ($2,000).

3. Office of Human Resources Management

(a) Results-based-budgeting framework

392. The mandate of the Office of Human Resources Management was established by the General Assembly in its resolution 13 (I). The functions of the Office are set out in the Secretary-General's bulletin on the organization of the Office of Human Resources Management (ST/SGB/2011/4). The priority of the Office of Human Resources Management will be realizing the Secretary-General's vision of an integrated Organization that can truly deliver as one.

393. The reform initiatives in the area of human resources management approved by the General Assembly in its resolutions 63/250, 65/247, 65/248 and 67/255 include modalities for mobility, career development and recruitment, as well as a continuing contract and the harmonization of conditions of service. Building on those reforms, in the forthcoming budget period the Office will provide support and guidance on human resources policies and staff administration, in particular with respect to the mobility under the framework of human resources management reform. In addition, the Office will continue to play a pivotal role in the progressive deployment of the Umoja solution across the United Nations Secretariat to support the vision of a global, dynamic and adaptable workforce.

394. The Office will focus on developing mechanisms that increase opportunities for the geographic and functional mobility of staff within individual duty stations and between Headquarters and field operations, and on supporting the development of a global, adaptable and dynamic workforce ready to respond to the evolving mandates of the Organization. The Office will maintain strategic partnerships with DPKO and DFS to meet the changing needs of peacekeeping operations. It will continue to provide consultation and guidance on various human resources issues, including conversions to continuing appointments, terminations of appointments (owing to closure of missions, agreed terminations, health reasons and abandonment of posts), outside activities and child/family support issues. It will continue to enhance its administrative support for global e-learning initiatives for peacekeeping staff. Furthermore, the Office will strive to develop an Organization that is responsive and that supports a culture of empowerment and performance, with a particular focus on higher-value activities such as strategy and talent management, thereby enabling the Secretariat to adapt and maintain the competitive advantage enshrined in the Secretary-General's vision of a modern Organization.

395. The Office will continue to implement the United Nations human resources reform agenda in field operations using the Inspira system. The Office will implement outreach and sourcing strategies through strengthened collaboration with Member States, departments, external organizations and other United Nations entities, and identify high-quality candidates, with particular emphasis on finding optimal candidates for positions in field operations. The Office will also continue to

report to Member States on their respective nationals' staff information. In addition, it will actively participate in reviewing the compensation package for United Nations staff, with a view to developing a competitive and simplified package that will attract and retain staff at all duty stations, while promoting innovation and reducing transaction costs.

396. The Office will also continue to support the implementation of the enhanced performance management and development system, including the e-Performance tool. The Office will continue to coordinate and facilitate the implementation of mandatory performance management training for all supervisors in field operations and DPKO/DFS offices at Headquarters and to provide policy support on performance management.

397. Furthermore, the Medical Services Division will promote and maintain staff health, while ensuring medical compatibility with job requirements through the development and promulgation of United Nations policies on health-care issues, and coordinating and monitoring their implementation. The Division also performs and reviews medical examinations, and provides travel health advice, pre-mission and post-mission consultations and psychosocial support for staff. In addition, it will provide medical advice to United Nations medical facilities system-wide, provide advice on technical and professional aspects of the functioning of United Nations civilian clinics of peacekeeping missions, provide technical clearance and participate in interviews for the appointment of physicians and other medical staff to positions in peacekeeping missions, and perform on-site assessments of health facilities at field duty stations and regional evacuation centres. The Division will continue to implement the electronic medical records and occupational health management system (EarthMed) in peacekeeping missions to improve the delivery of health care to United Nations field staff and to increase efficiency in the performance and monitoring of medico-administrative functions.

398. The Office will also provide support to all peacekeeping operations to implement mission-specific emergency response plans and ensure compliance with medical emergency and mass casualty incident management plans. The Medical Services Division, in partnership with the DFS Field Personnel Division and the Department of Safety and Security, will continue to contribute to the development of emergency response capacity in peacekeeping operations through orientation and training programmes for peacekeeping staff and managers, including medical personnel and members of the Crisis Management Support Team/Security Management Team operating under the United Nations Security Management System.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Member States have access to online reports on human resources information for field operations (2012/13: available; 2013/14: available; 2014/15: available)

Outputs

- Annual reports on the composition of the Secretariat, including staff demographics, consultants and individual contractors for field operations

- Online reports for Member States on human resources information for field operations, including support for 300 users in the permanent missions and ad hoc reports on human resources in response to requests from Member States

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of field operations	3.1 100 per cent of 14 peacekeeping operations and UNSOA achieve the targets set out in the strategic indicators of the human resources management scorecard (2011/12: 100 per cent; 2012/13: 100 per cent; 2013/14: 100 per cent)
	3.2 Continuous training and guidance on performance management and development system (tool and policy) conducted in 100 per cent of field operations (2012/13: 100 per cent; 2013/14: 100 per cent: 2014/15: 100 per cent)
	3.3 Response to all mission medical evacuation requests and urgent deployment requests for medical clearance provided on the same day (2012/13: 100 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)

Outputs

- Provision of policy advice on matters affecting mission staff, including on pertinent policy frameworks and development, conditions of service in the field, and liaison within the International Civil Service Commission and the Human Resource Network's Field Group
- Provision of legal advice to address administrative law issues, representation of the Administration before the Dispute Tribunal (New York, Nairobi and Geneva) and processing of disciplinary matters referred for action by DFS
- Conduct of comprehensive salary surveys in MINURSO, UNISFA and MINUSTAH and conduct of approximately 15 interim salary surveys as requested by the duty stations. Review of approximately 32 salary scales for the General Service and National Professional Officer categories
- Monitoring and review of the special measures pertaining to local salaries that are currently in place for UNSOA and UNMISS
- Review and approval of up to 20 generic job profiles for use within field operations
- Online training, guidance and user support on the e-Performance tool for all staff in field operations
- Provision of guidance, advice and support on performance management to all staff in field operations, through videoconferences, WebEx, briefings and teleconferences
- Development of tools to support geographic and functional mobility across the Secretariat, including peacekeeping missions
- Provision of 2,800 consultations on peacekeeping staff member cases related to contractual administration, entitlements and benefits

- Provision of administrative support for approximately 300 requests related to the termination of appointments for various reasons, including health (disability) or abolishment of posts, agreed termination, abandonment of posts, outside activities, special leave with full/half pay, waiver of privileges and immunities, administrative reviews and appeals and exceptions to staff rules and regulations
- Review and formulation of 5 policies relevant to staff health
- Implementation of 1 new oversight management tool for the governance of system-wide health care
- 8 WebEx-based continuous medical education sessions for medical personnel in the field
- Organization of 1 regional meeting of chief medical officers
- 3 reports on on-site assessments of field mission medical facilities as per requests, and 1 regional medical evacuation centre linked to peacekeeping missions
- Medical clearance of 5,500 mission staff/candidates, military observers and civilian police for recruitment/ assignment/travel; 3,500 pre-mission briefings and medical consultations; 1,200 immunizations and issuance of medical kits for staff traveling to field operations
- 8 mission readiness and resilience workshops for Headquarters staff planning to work in field missions; and conduct of psychosocial assessment and training in 2 peacekeeping missions (MINURSO and UNIFIL)
- Certification of sick leave for 1,500 staff of peacekeeping missions, DPKO and DFS
- 50 recommendations to the United Nations Joint Staff Pension Fund on disability pension cases for mission and DPKO staff, and provision of advice on 350 medical compensation claims for civilian staff, military observers, civilian police and troops
- Completion of EarthMed roll-out and provision of ongoing support to all peacekeeping missions
- Guidance to 13 peacekeeping missions on the exercise of delegated authority for human resource management, including mission support visits
- Clearance and certification of 120 chief administrative officers and chief civilian personnel officers in field operations, and all Professional officers with responsibilities for personnel administration and for performing human resources functions in DFS and in field operations
- 6-8 outreach missions to identify candidates for field operations and for Headquarters support for peacekeeping operations
- Human resources management scorecard reporting for all peacekeeping missions, including reporting to the Management Performance Board and Performance Review Group
- Provision of guidance on the implementation of the Inspira talent management system using instructional manuals and other tools to support peacekeeping operations
- Provision of help desk support, application development, maintenance and production support for Inspira, the talent management system, for use in all field operations (Inspira Support Centre)
- Ad hoc reports on human resources in response to requests from all peacekeeping missions

- Help desk support and training associated with an average of 400 IMIS human resources queries per year from field operations

External factors

Vendors will meet their obligations under the talent management system and other information system contracts; national institutions will be supportive of efforts to improve the local health environment and facilities at mission locations

(b) Human resources requirements

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2014/15*	*Change*
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	2	–	–	–	2	–
P-4	15	–	–	–	15	–
P-3	9	–	–	–	9	–
P-2/P-1	1	–	–	–	1	–
Subtotal	**27**	**–**	**–**	**–**	**27**	**–**
General Service and related						
Principal level	1	–	–	–	1	–
Other level	18	–	–	–	18	–
Subtotal	**19**	**–**	**–**	**–**	**19**	**–**
Total	**46**	**–**	**–**	**–**	**46**	**–**
General temporary assistance positions						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	2	–	–	–	2	–
P-3	5	–	–	–	5	–
P-2/P-1	2	–	–	–	2	–
Subtotal	**9**	**–**	**–**	**–**	**9**	**–**

Category	Approved staffing 2013/14	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/ positions proposed	Total proposed 2014/15	Change
General Service and related						
Principal level	1	–	–	–	1	–
Other level	10	–	–	–	10	–
Subtotal	**11**	**–**	**–**	**–**	**11**	**–**
Total	**20**	**–**	**–**	**–**	**20**	**–**
Total posts and positions	**66**	**–**	**–**	**–**	**66**	**–**

(c) Justification of general temporary assistance positions

Human Resources Policy Service

Administrative Law Section

Associate Legal Officer (1 P-2 position, continuation)

399. The approved staffing establishment of the Administrative Law Section comprises eight posts (3 P-4, 3 P-3, 1 P-2 and 1 GS (OL)) and one general temporary assistance position of Legal Officer (P-2), funded from the support account, including four posts (1 P-4, 2 P-3 and 1 P-2) that make up the Disciplinary Unit, which is responsible for handling disciplinary cases arising from field missions and acts as counsel for the respondents before the United Nations Dispute Tribunal. The Unit handles all disciplinary matters referred to the Office of Human Resources Management for action. The Unit's work involves reviewing investigation reports, making recommendations as to whether to pursue disciplinary action, charging staff members, making recommendations on the final disposition of a case and preparing all related documentation. During the 2012/13 period, the Unit was responsible for handling approximately 137 individual disciplinary matters. During the first quarter of 2013/14, the Unit has handled 19 field disciplinary appeals and 58 cases referred by DFS.

400. In this context, it is proposed that one general temporary assistance position of Legal Officer (1 P-2) be continued to address the remaining backlog in disciplinary cases and related appeals originating from field missions. With the introduction of the justice system, the United Nations Dispute Tribunal has made it clear that disciplinary matters must be processed in an expeditious manner, while at the same time ensuring that the evidential basis of each case can withstand scrutiny and that staff members' rights to due process have been upheld.

Learning, Development and Human Resources Services Division

Career Support and Performance Management Section

Human Resources Officer (Performance Management) (1 P-3, continuation)

Human Resources Officer (Mobility) (1 P-3, continuation)

Human Resources Assistant (Mobility) (1 GS (OL), continuation)

401. The approved staffing establishment of the Learning, Development and Human Resources Services Division comprises seven posts (2 P-4, 1 GS (PL) and 4 GS (OL)) and three general temporary assistance positions (2 P-3 and 1 GS (OL)), funded from the support account. Within the Division, the Career Support and Performance Management Section comprises three general temporary assistance positions funded from the support account (2 P-3 and 1 GS (OL)). The Division is responsible for human resources development and learning and, through its Career Support and Performance Management Section, manages the provision of career support services, including a range of personal and professional development programmes for United Nations staff. In addition, it conceptualizes, implements and manages career development and staff mobility programmes, including the Managed Reassignment Programme for staff members at the P-2 level, as well as other mobility initiatives; and ensures the effective implementation of the Organization's human resources performance management and development system.

402. The Office of Human Resources Management will continue to support the Secretary-General's vision of a global, adaptable and dynamic workforce by developing and supporting the implementation of mobility initiatives throughout the Secretariat, including peacekeeping missions. Mobility initiatives are an integral component of the Organization's career development framework.

403. A comprehensive mobility policy and framework was presented by the Secretary-General to the General Assembly at its sixty-seventh session. Following deliberations, a further report containing additional information, a refined version of the proposal and an alternative mobility proposal was requested for the sixty-eighth session. The development of the refined and alternative models was done in close coordination with DFS to ensure that they met the needs of peacekeeping operations and special political missions, as well as the rest of the Secretariat. At the sixty-eighth session, the General Assembly did not adopt a resolution on the mobility item and deferred its further consideration to the first resumed sixty-eighth session.

404. The e-Performance system was rolled out to all peacekeeping missions after a two-year pilot project had been undertaken in UNMIL and hands-on training provided through a train-the-trainers programme. As a result of the roll-out of the system, continued guidance, support and training are required to ensure full compliance with the performance management and development system. In addition, the Career Support and Performance Management Section continues to support the certification process for trainers who facilitate mandatory performance management training for all managers and supervisors (approximately 8,000 field-based staff), and it continues to support certified trainers.

405. Since the Section has no dedicated posts funded from the support account to provide mobility and performance management support to field operations, it is proposed that the three general temporary assistance positions of Human Resources Officer (2 P-3) and Human Resources Assistant (GS (OL)), the incumbents of which

serve as dedicated focal points for DFS and all peacekeeping missions on all aspects of support for performance management and mobility, be continued.

406. Specifically, one Human Resources Officer (P-3) dedicated to mobility would continue to serve as the focal point for peacekeeping operations and provide overall support to the working group on career development and mobility. The Officer would ensure appropriate and adequate communication and consultation on the implementation of mobility initiative with staff members serving in peacekeeping operations and ensure that their needs and views are reflected during the course of implementation. The Officer would contribute to the development of tools to enhance geographic and functional mobility (e.g., support for staff and families, comprehensive career development and learning programmes and activities) to ensure adequate support for staff members serving in peacekeeping operations. Accordingly, the Officer would maintain regular liaison with the DFS Personnel Division and the DPKO Integrated Training Service, as appropriate.

407. One Human Resources Assistant (GS (OL)) dedicated to mobility would continue to support the Human Resources Officer on all matters related to consultations with staff of peacekeeping missions. The assistant would prepare all documents and contribute to the preparations for the dissemination of tools, with a view to ensuring a successful communications and outreach campaign that encourages movement among duty stations, including peacekeeping operations.

408. The Human Resources Officer (P-3) dedicated to performance management would continue to provide hands-on user training and orientation sessions and, in partnership with DFS, coordinate and facilitate the mandatory performance management training for all managers and supervisors to ensure full compliance with the performance management and development system. The incumbent would ensure increased compliance with the performance management policy and provide support for certified trainers who deliver the mandatory performance management training for supervisors and managers. He or she would continue to serve as a dedicated focal point for DFS and peacekeeping missions on all aspects of support for performance management, including local capacity-building at the mission level and through the continued maintenance of a focal points network in peacekeeping missions.

Human Resources Information Systems Section

409. The approved staffing establishment of the Human Resources Information Systems Section comprises 3 posts (1 P-4, 1 P-3 and 1 GS (OL)) and 16 general temporary assistance positions (2 P-4, 3 P-3, 1 P-2, 1 GS (PL) and 9 GS (OL)), funded from the support account. The Section is located at Headquarters and in Bangkok, as described in the paragraphs below.

410. The core function of the Human Resources Information Systems Section is to develop and improve information systems to support the implementation of human resources reforms at the United Nations, including in peacekeeping operations. Core activities include project management and production support for human resources information systems, including Inspira. The Section provides project management, production, reporting and technological infrastructure support for system enhancements in the areas of recruitment, learning management and performance management.

411. During 2014/15, the Human Resources Information Systems Section will continue to enhance the data warehouse, HR Insight, which will include the creation and roll-out of online dashboards/scorecards capacity to provide human resources practitioners and programme managers in peacekeeping missions with self-service tools, as well as maintaining online access for Member States to human resources data. The Section will continue to support the implementation of business intelligence and reporting systems that conform to the directives of OICT. It will also support Umoja implementation in the field and integration with the Inspira system for the field staff data elements.

412. The Section provides Inspira application development, maintenance and user support through the Inspira Support Centre in Bangkok. The Inspira Support Centre provides technical application expertise to support the global implementation of Inspira, by designing new processes, optimizing current processes, managing complex implementation projects and providing user support. In addition, the Centre helps to optimize the use of all Inspira modules and components implemented in a cost-effective manner, thus contributing to the overall success of the talent management programme.

Human Resources Information Systems Section — Headquarters

Project Manager (1 P-4 position, continuation)

Project Manager (Data Warehouse) (1 P-4 position, continuation)

Business Analyst (1 P-3 position, continuation)

Assistant (IMIS Help Desk) (1 GS (OL) position, continuation)

413. It is proposed that one general temporary assistance position of Project Manager (P-4) be continued to manage Inspira-related projects from Headquarters, in particular the components related to staffing.

414. The Project Manager is responsible for the day-to-day management of the project tasks of Inspira, including system roll-out and production support coordination. For 2014/15, the Project Manager would continue to focus on the staffing module support, with particular emphasis on successful deployment as well as the field-specific enhancements and implementation of the offer management, consulting management and other modules.

415. The Project Manager would work closely with business owners in terms of their scope, expectations and deliverables for the project, building a partnership with the business owners to ensure their close involvement in assigned projects during each project phase. The Project Manager is responsible for ensuring that assigned projects are delivered according to plan in terms of schedule, budget, scope and quality. The incumbent will also be responsible for possible additional projects and subsequent roll-out globally.

416. The needs of intergovernmental bodies and troop-contributing countries and of the United Nations Secretariat set out in human resources reports have increased exponentially in recent years, especially with the fast expansion of peacekeeping operations. Since 2006, the database for the Secretariat has been expanded to over 40,000 records to reflect the philosophy of an integrated United Nations workforce, which is an underlying principle for human resources reform, with more than 60 per cent of the increase attributed to the incorporation of peacekeeping personnel

records. The workforce that will be captured in the system includes consultants, individual contractors, volunteers, military police and interns, among others. In addition to operational reports, demands for executive reports, ad hoc reporting capabilities, charts, graphs, dashboards and scorecards have increased exponentially. In order to fulfil these needs, the Office of Human Resources Management, with the participation of DFS and DPKO, has developed a single fully integrated and automated data warehouse that provides all users with a single authoritative data source for analytical, transactional and strategic reporting capabilities.

417. The Data Warehouse, HR Insight, provides a consolidated view of all the personnel across the Organization for both human resources practitioners and Member States. It also provides consistent quality data, enabling analysts and management to proactively identify problems and opportunities.

418. The Data Warehouse/HR Insight Project Manager is responsible for the overall implementation of the Data Warehouse/HR Insight project and its ongoing enhancements requested by human resources communities, executive management and Member States; leading the analysis and documentation of the Organization's business needs in reporting; overseeing improvements to the data warehouse design; assisting in the design of data dimensions; ensuring tight and seamless integration with legacy systems of record, for data extraction to and from the data warehouse; and ensuring integration with the Inspira and Umoja systems for data exchange and report generation. Umoja will represent a major new data source to integrate, and this additional work is critical to ensure that HR Insight continues to support key reporting to Member States and human resources practitioners, as Umoja continues to be deployed to all field missions. The staff is also responsible for ensuring data quality and integrity in the data warehouse; overseeing the enhancement of the self-service reporting portal; designing and ensuring the implementation of data security rules and models; ensuring that all aspects of the data warehouse are implemented in line with industry best practices and Secretariat standards; assisting in the delivery of key human resources reports, including composition report, gratis, consultants and retirees and monthly workforce statistics; supporting the provision of data on human resources reform initiatives such as mobility; and supporting critical reporting and provision of statistical data to Member States.

419. In 2012/13, the Human Resources Enterprise Data Warehouse continued to add to the analytical capabilities. In 2012, the human resources management scorecard was improved to be able to present a view of performance in prior years as well as access to quarterly performance reports. In 2013, additional reports were made available to support field operations, including a number of reports that have been put in place to support DFS in their migration from Galaxy and Nucleus. The data warehouse has been utilized as a key component in the data preparation and cleansing prior to Umoja "going live", with a number of reports deployed to support the global data clean-up effort. In 2013, the data warehouse added support for the field roll-out of the Umoja training programme, providing both operational and high-level reports for the field. As the amount of information in the data warehouse has continued to grow, it has facilitated a number of reports for human resources management in the field. The data warehouse continues to be the sole source for reporting to human resources managers and to provide the only existing cross-organizational view of human resources performance in the Secretariat.

420. In this context, it is proposed that one general temporary assistance position of Project Manager (P-4) for the data warehouse be continued. The incumbent would be responsible for the overall implementation of the data warehouse; for leading efforts to analyse and document the Organization's business needs in terms of reporting; for overseeing the data warehouse design; for assisting in the design of data dimensions; for ensuring seamless integration with legacy systems associated with human resources management that are planned for decommissioning, such as IMIS; for designing integration with the Inspira and Umoja systems so that data can be exchanged and reports generated; for ensuring the quality and integrity of the data in the warehouse; for overseeing the building of the self-service reporting portal; for designing and ensuring the implementation of data security rules and models; and for ensuring that all aspects of the data warehouse are implemented in line with industry best practices and Secretariat standards.

421. After the roll-out of various Inspira modules to the field, the system still requires constant development owing to changes in policies and technologies. The Development Officer at the P-3 level is a core post for Inspira. The incumbent, along with consultants and contractors, is responsible for any expected module enhancement. While the volume of development will decrease in 2014/15, the function of the Development Officer is essential and required for ongoing changes to Inspira. It is critical to keep the Inspira tool fresh and current, in accordance with Information Technology standards; otherwise, it will quickly become obsolete, as has been experienced with IMIS, Galaxy and other United Nations systems in the past.

422. The incumbent would document business process and functional requirements for modules enhancement and change requests for existing modules. He or she would also define test plans and lead in the preparation of test scripts and training materials, with particular emphasis on field staff and oversee the preparation and coordination of User Acceptance Testing. In addition, the incumbent would ensure smooth transition activities to the production stage for new systems and enhancements and would coordinate post-production support activities.

423. According to the Umoja workplan, the human resources modules of Umoja will be completed and fully rolled out by June 2016. Although the IMIS financial functions at the Headquarters will be decommissioned in June 2014, the IMIS human resources modules will continue to run until 2016. In this context, the IMIS help desk will continue to support users in peacekeeping missions. Accordingly, it is proposed that one general temporary assistance position of Assistant (GS (OL)) be continued for the identification and analysis of technical problems within IMIS human resources functionalities; the provision of guidance and solutions to all users with regard to IMIS in the field on human resources management; the coordination of data processing when actions involve users from more than one department; liaison with local IMIS coordinators in the field on the analysis of data for the processing of transfers of staff post data; liaison with IMIS technical staff on various aspects of system maintenance, including the review of functional and/or technical requirements documentation; support for the utilization of the Section's tracking system to record user requests and to assist in building a knowledge-based library of the most common issues that may lead to the design of user training sessions; and assistance in organizing and delivering training in all areas of the IMIS human resources management application for staff in all categories, both at Headquarters and in the field, including the development and revision of training

programmes. Furthermore, owing to the high turnover of support staff in the field, there has been a significant increase in the number of IMIS issues caused by human error, requiring extensive corrections in the IMIS system and resulting in substantial delays in the processing of staff members' records and payroll. The incumbent would respond to IMIS requests relating to IMIS script changes, index number requests, IMIS adjustments, corrections and other IMIS requests. Currently, over 25 per cent of the IMIS support provided is related to movements of field-based staff.

Human Resources Information Systems Section — Bangkok

Inspira Support Centre

Development Officer (1 P-3 position, continuation)

Development and Production Support Analyst (1 P-3 position, continuation)

Associate Application Support Officer (1 P-2 position, continuation)

Customer Support Representative (Help Desk) (1 GS (PL) position, continuation)

Customer Support Representatives (Help Desk) (6 GS (OL) positions, continuation)

Database Administrator (1 GS (OL) position, continuation)

Administrative Assistant (1 GS (OL) position, continuation)

424. The approved staffing establishment of the Inspira Support Centre in Bangkok comprises 12 general temporary assistance positions (2 P-3, 1 P-2, 1 GS (PL) and 8 GS (OL)), funded from the support account.

425. The Inspira Support Centre is responsible for all enhancements, upgrades, support and maintenance for the enterprise platform for human resources. Each year, the functionality and technology related to the application need to be updated and enhanced in order to ensure the provision of optimized support to enable the Organization to meet its human resources mandates.

426. The Inspira Support Centre has served to optimize the use and functions of all the talent management programme modules available from the software, as well as the performance management and learning management components, to ensure the overall success of the programme. The team of external consultants from the software vendor at Headquarters was phased out after the initial implementation of Inspira, in the first half of 2010. The scope and activities of the Inspira Support Centre have increased significantly since the first phase of implementation, as all technical functions have been carried out from Bangkok, and no longer from Headquarters.

427. In this context, it is proposed that the 12 general temporary assistance positions be continued to support the implementation and maintenance of Inspira in the field, in particular its 10 core modules. These modules will require extensive support and enhancement. It is estimated that the number of end-users in 2014/15 will include more than 41,000 United Nations personnel and close to 1 million external candidates to the website. Currently, Inspira has heavy usage, with over 100,000 log-ins per month.

428. It is proposed that two general temporary assistance positions, of Development Officer and Development and Production Support Analyst (2 P-3), be continued to maintain and troubleshoot the Inspira application in the production environment,

escalating third-level technical calls to the external parties as defined by the service-level agreement; monitoring and reporting on system usage and capacity; measuring and reporting on the system's availability; and performing systems and security administration and resolving tier-2 problems and known errors.

429. It is proposed that one general temporary assistance position of Associate Application Support Officer (P-2) be continued to provide application support for Inspira, reporting and the learning management system (defect resolution, root cause analysis) application configuration; performance management support; technical system administration; application upgrades and patching; running process and scheduling reports; user management; system maintenance and monitoring; change management; and workflow development.

430. It is proposed that seven general temporary assistance positions of Customer Support Representative (1 GS (PL) and 6 GS (OL)) be continued to manage the tier 1 help desk support for talent management. The help desk staff would continue to be responsible for the following tasks: providing tier 1 ("how-to") support; facilitating the provision of predefined responses by the Office of Human Resources Management to first-level substantive service calls to the help desk and managing the quarterly reviews and updates of such responses; escalating service calls to the second level of support; preparing response templates; and preparing operational reports and ongoing training and knowledge transfer. The help desk supervisor would manage the Information Technology Infrastructure Library-based processes for the centre. The help desk operations will run in multiple shifts.

431. It is proposed that one general temporary assistance position of Database Administrator (GS (OL)) be continued to ensure the availability, back-up and recovery of data, resolve database issues, create tables and indexes, maintain the database of users, apply patches, ensure database security and troubleshoot database performance issues.

432. It is proposed that one general temporary assistance position of Administrative Assistant (GS (OL)) be continued to support the Chief of the Inspira Support Centre in the administrative duties and functions of the Centre, providing support in the areas of human resources, budget and finance, responding to governing body inquiries and buildings/facilities issues, dealing with ICT services and other administrative duties, and ensuring consistency in the application of United Nations rules and procedures.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2012/13)	*Apportionment (2013/14)*	*Cost estimates (2014/15)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	7 063.9	6 943.2	6 897.2	(46.0)	(0.7)
II. Non-post resources					
General temporary assistance	2 212.0	2 617.1	2 599.8	(17.3)	(0.7)
Consultants	29.2	6.5	6.5	–	–
Official travel	167.6	162.2	157.0	(5.2)	(3.2)

Category	Expenditures (2012/13) (1)	Apportionment (2013/14) (2)	Cost estimates (2014/15) (3)	Variance Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
Information technology	1 806.2	1 949.1	1 226.0	(723.1)	(37.1)
Other supplies, services and equipment	134.2	140.6	140.6	–	–
Subtotal, II	**4 349.2**	**4 875.5**	**4 129.9**	**(745.6)**	**(15.3)**
Total	**11 413.1**	**11 818.7**	**11 027.1**	**(791.6)**	**(6.7)**

(e) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$6 897.2	($46.0)	(0.7%)

433. The provision would cover the salaries, common staff costs and staff assessments for the 46 proposed posts. The lower requirements are attributable mainly to the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	*Variance*	
General temporary assistance	$2 599.8	($17.3)	(0.7%)

434. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of 20 general temporary assistance positions. The lower requirements are attributable mainly to the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	*Variance*	
Consultants	$6.5	–	–

435. The consultancy requirements are as follows:

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
Occupational resilience-building/ mission readiness	1	6 500	8 mission readiness and resilience workshops for Headquarters staff planning to work in field missions
Total		**6 500**	

436. An amount of $6,500 is proposed for the engagement of a consultant with technical expertise in the area of mental health to convert the existing mission readiness and wellness training programme to a web-based online learning course to be distributed to the eight workshops to be held in peacekeeping missions. The

programme is aimed at promoting mental well-being and improving the retention of staff members in the field and incumbency levels in peacekeeping missions.

	Cost estimates	*Variance*	
Official travel	$157.0	($5.2)	(3.2%)

437. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessments/ consultation	35 800	Provision of legal advice to address administrative law issues, representation of the Administration before the Dispute Tribunal (New York, Nairobi and Geneva) and processing of disciplinary matters referred for action by DFS Preparation of 3 reports on on-site assessments of field mission medical facilities as per requests, and 1 regional medical evacuation centre linked to peacekeeping missions
Technical support	77 400	Conduct of comprehensive salary surveys in MINURSO, UNISFA and MINUSTAH and conduct approximately 15 interim salary surveys as requested by the duty stations. Review approximately 32 salary scales for the General Service and the National Officer category Carrying-out of 6-8 outreach missions to identify candidates for field operations and for Headquarters supporting peacekeeping operations Completion of EarthMed roll-out and ongoing support to all peacekeeping missions Provision of guidance to 13 peacekeeping missions on the exercise of delegated authority for human resource management including mission support visits Provision of guidance using instructional manuals and other tools to support peacekeeping operations on the implementation of the Inspira talent management system
Seminars/conferences/workshops	27 100	Organization of 1 regional meeting of chief medical officers Provision of administrative support for approximately 300 requests related to the termination of appointments for various reasons, including, health (disability) or abolishment of posts, agreed termination, abandonment of posts, outside activities, special leave with full/half pay, waiver of privileges and immunities, administrative reviews and appeals and exceptions to staff rules and regulations Provision of legal advice to address administrative law issues, representation of the Administration before the Dispute Tribunal (New York, Nairobi and Geneva) and processing of disciplinary matters referred for action by DFS

Type of travel	*Amount*	*Output reference*
Training	16 700	Holding of 8 mission readiness and resilience workshops for Headquarters staff who plan to work in field missions; and the conduct of psychosocial assessment and training in two peacekeeping missions (MINURSO and UNIFIL)
Total	**157 000**	

438. An amount of $35,800 is proposed for travel to undertake the following mission planning/assessment/consultation activities: conduct of an assessment of a regional medical facility linked to peacekeeping missions ($10,300), and visits of legal officers to Entebbe and Nairobi in relation to consultation and assistance in disciplinary cases with the representation of the Administration before the United Nations Dispute Tribunal ($25,500).

439. An amount of $77,400 is proposed for travel to undertake the following technical support activities: conduct of salary surveys for UNISFA, MINUSTAH and MINURSO ($19,400); monitoring the exercise of delegated authorities for human resources management in two peacekeeping missions ($21,000); conduct of outreach activities in coordination with DFS to unrepresented and underrepresented Member States to encourage candidates to apply to peacekeeping missions, and to identify suitable candidates in certain occupational networks ($15,100); provision of user support and training to mission personnel on the use of Inspira and in particular, its recruitment tools in applying the Organization's staff selection system ($10,900); and provision of technical support to ensure operational compliance and efficiency at the Inspira Support Centre ($11,000).

440. The amount of $27,100 is proposed for travel to participate in the following seminars/conferences/workshops: a human resources network and International Civil Service Commission workshop related to conditions of service in the field ($14,800), and the regional meeting of chief medical officers for coordination and updating of medical standards, health policies and health-care issues arising from all duty stations ($12,300).

441. The amount of $16,700 is proposed for travel to undertake mission readiness training for mission focal points in peacekeeping missions ($16,700).

	Cost estimates	*Variance*	
Information technology	$1 226.0	($723.1)	(37.1%)

442. An amount of $1,226,000 would provide for non-standard requirements for Inspira software licences and fees ($363,000), contractual services for ongoing support of Inspira, the human resources website and HR Insight ($447,000) and the development of Inspira applications ($416,000), to meet peacekeeping business needs, as indicated in the table and the paragraphs below. Rates have been calculated on the basis of the ICT Service rate card for 2014-2015 where applicable.

Non-standard information technology by category

(United States dollars)

Software licences and fees	
Inspira	363 000
Subtotal	**363 000**
Contractual services	
Ongoing support	
Inspira	274 000
Human resources website and HR Insight	173 000
Subtotal	**447 000**
Development of applications	
Inspira	416 000
Subtotal	**416 000**
Total	**1 226 000**

Inspira

443. An amount of $1,053,000 is proposed for the maintenance and continued implementation of Inspira, as follows:

(a) Software licences and fees. An amount of $363,000 is proposed for the maintenance fee of the proprietary software required for the Inspira system;

(b) Contractual services — ongoing support. An amount of $274,000 is proposed for continued ongoing support services for system users at Headquarters and for users across multiple time zones in peacekeeping operations during the deployment of the application. It is estimated that 285 days will be needed at $960/day on average;

(c) Contractual services — development. An amount of $416,000 is proposed for three full-time and two part-time (50 per cent) contractual personnel to continue the development of enhancements and integration of the system during the retirement process with respect to legacy systems, which would continue until Umoja is fully implemented for all field missions and Headquarters, as estimated for 2016. The contractual services are estimated at 8,327 person-hours at the vendor's rate of $50 per hour, representing an average cost of $103,800 per full-time contractor.

Human resources website and applications

444. An amount of $173,000 is proposed for the maintenance and continued enhancement of the consolidated human resources website and other applications, such as HR Insight, for peacekeeping for the benefit of field personnel that would include links to local offices and divisions, as well as relevant external sites:

> Contractual services — ongoing support. An amount of $173,000 is proposed for three part-time contractual personnel to maintain and continue

enhancements to the human resources applications. The contractual services are estimated at 425 person-days at the vendor's rate of $400 per day.

445. The lower requirements are attributable to the fact that the Inspira system, hosted by a third-party vendor for 2013/14 and past periods, would be hosted by the Global Service Centre in Valencia, through the use of contractual services, to improve performance and connectivity to the field missions. Accordingly, a provision in an equivalent amount has been reflected in the OICT proposal for the 2014/15 period. There are no additional resources associated with the change in hosting services from a third-party vendor to the Global Service Centre.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$140.6	–	–

446. An amount of $140,600 is proposed to provide for medical travel kits and the maintenance of medical equipment ($125,100), materials and training fees for training on the new versions of the Inspira software ($3,900); training fees for the mission readiness and resilience workshops ($4,900); and training fees for the workshops to improve substantive skills related to human resources ($6,700).

4. Office of Central Support Services

(a) Results-based-budgeting framework

447. The mandate of the Office of Central Support Services was established by the General Assembly in its resolution 13 (I). The functions of the Office are set out in Secretary-General's bulletin ST/SGB/2013/1. The Office comprises the Office of the Assistant Secretary-General, the Business Continuity Management Unit, the Procurement Division and the Facilities and Commercial Services Division.

448. The Procurement Division will continue to provide support to DFS and field operations by undertaking and conducting procurement activities within the framework of the Financial Regulations and Rules of the United Nations and to develop policies and procedures for procurement at Headquarters and in field operations. The priorities for the 2014/15 period include the provision of continuing support to meet procurement requirements for peacekeeping, including conducting procurement for field operations through the Regional Procurement Office in Entebbe.

449. During the 2014/15 period, in order to ensure efficient procurement activities in the Umoja environment, the Procurement Division plans to centrally manage vendors' master data to ensure that clean and updated information on vendors is maintained at the United Nations Global Marketplace, which is the Secretariat's sole entry point for vendor registration in Umoja. Benefits to be realized with these initiatives include better utilization of human resources allocated for peacekeeping procurement activities through the consolidation of requirements at the regional level and the central management of previously separate vendor databases.

450. The Facilities Management Service in the Facilities and Commercial Services Division will continue to facilitate the work of DPKO, DFS and other offices funded from the support account by providing high-quality and safe working conditions and policy advice on facilities management matters that have specific implications for field missions. In line with its overall responsibility for property management, the

Service will support peacekeeping operations through the establishment of property management policies, procedures, training and internal control mechanisms that meet their specific requirements.

451. The Commercial Activities Service in the Facilities and Commercial Services Division is responsible for the provision of efficient, cost-effective and high-quality services and products to peacekeeping operations, covering travel and transportation, archives and record-keeping, and pouch and mail services. The priorities for the 2014/15 period for the Service include the continued replacement of the old United Nations laissez-passer with the security-enhanced electronic United Nations laissez-passer, the monitoring of travel management services and the provision of policy and implementation advice on travel-related issues; continued improvements in business processes; the continued promotion of and assistance to peacekeeping missions in the implementation of the mail and pouch shipping and tracking system in peacekeeping missions; and the preservation of electronic records. The impact of revised operational requirements under the capital master plan, compounded by the effects of Hurricane Sandy in 2012, will continue to be a challenge for efficient and cost-effective programme delivery in the areas of transportation, the receipt and delivery of goods and materials, and mail, pouch and messenger services. The Service will continue to support Umoja in the global implementation of its business change practices in relevant areas.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Archival material for all liquidating missions is available at Headquarters to the Organization, Member States and the general public (2012/13: 100 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)

Outputs

- Identification of archival records at MINUSTAH for immediate transfer to Headquarters
- 50,000 pages of peacekeeping archives posted on the United Nations Internet site for public consultation
- 1,000 reference responses to the Organization and Member States regarding peacekeeping archives

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 No less than 70 per cent of peacekeeping missions employ standard policies. tools and technical standards for records management (2012/13: 70 per cent; 2013/14: 65 per cent; 2014/15: 70 per cent)
	3.2 Standard office accommodations are provided for new and existing support-account-funded personnel (staff and contracted personnel) at Headquarters
	3.3 Review of 90 per cent of vendor registration applications within 2 months of the date of submission of the application (2012/13: 90.5 per cent; 2013/14: 90 per cent; 2014/15: 90 per cent)

3.4 Maintain the average time for review of local procurement authority requests (2012/13: 11.5 days; 2013/14: 8 days; 2014/15: 8 days)

3.5 Reduction in the average time for submission of local committee on contracts cases to the Headquarters Committee on Contracts, excluding ex post facto cases (2012/13: 32 days; 2013/14: 32 days; 2014/15: 28 days)

3.6 Positive feedback on surveys of peacekeeping missions regarding the provision of mail services (2012/13: 90 per cent; 2013/14: 90 per cent; 2014/15: 90 per cent)

3.7 Positive feedback in surveys of users of travel and transportation services (2012/13: 90 per cent; 2013/14: 90 per cent; 2014/15: 95 per cent)

Outputs

- Implementation of a records management programme in compliance with United Nations record-keeping requirements at MONUSCO and UNIFIL
- Office accommodation and related support services provided in accordance with the United Nations standards to staff and contractors who are funded from the support account at Headquarters
- Issuance of 2,000 purchase orders, 250 systems contracts including amendments and 300 regular contracts including amendments in support of peacekeeping operations
- Organization of business seminars in 40 locations (30 of which are for developing countries and countries with economies in transition) and training of 10 staff from government agencies or chambers of commerce on procedures for vendor registration
- Follow-up on applications for registration in the United Nations Global Marketplace within 1 month with all vendors that participated in business seminars
- Launch of 301 new international tenders and negotiations of 6 new contracts for proprietary goods, in support of peacekeeping operations (passenger and cargo movements, long-term air and sea charters, freight forwarding, logistics and specialized aviation-related services, the entire range of engineering support and equipment, modularization, vehicles, specialized vehicles, ground handling and material-handling equipment, including all related spare parts and after-sale services, fuel, including turn-key contracts, ration packs, general supplies, and security equipment)
- 22 site visits, bidders' conferences and contract negotiations prior to contract award for new tenders launched, and participation in 5 trade and industry fairs and aviation workshops to ensure that competition is maximized, with additional focus on the diversification of aviation vendors. Participation in the rations contract management conference for DFS at UNLB
- Review of 200 local procurement authority requests and of 75 local committees on contracts/Headquarters Committee on Contracts cases in which the threshold for the peacekeeping missions' delegation of procurement authority has been exceeded

- Launching of revised solicitation methodology for all long -term air chartering services using request for proposal and revised contract templates for more efficient measures of best value for money for the Organization
- 9 procurement assistance visits (MINUSMA, MINURSO, UNFICYP, MONUSCO, UNAMID, MINUSTAH, UNIFIL, UNOCI and UNLB); 1 on-site compliance review (Regional Procurement Office in Entebbe)
- Administration and management of 285 established high-value and complex systems contracts (30 vehicles contracts, 75 contracts on fuel, rations and supplies, 34 engineering contracts, 10 long-term freight-forwarding, logistics-related and ship charter contracts, 100 long-term air charter and aviation-related contracts, 36 ICT contracts) in support of peacekeeping operations
- 100 staff at Headquarters and in field operations trained in procurement courses offered at the Procurement Training Campus
- 60 staff at Headquarters and in field operations enrolled in external professional procurement certification courses, including online courses and webinars
- Market surveys, assistance to DFS on commercial negotiations and review of 117 letters of assist/ Headquarters Committee on Contracts cases from DFS for the deployment, rotation and repatriation of troops and contingent-owned equipment and for the provision of military helicopters and fixed-wing aircraft and maritime services in support of peacekeeping missions
- Handling of 285 cargo insurance and disputed claim requests in support of shipments between missions, handling of 7 mission cargo insurance claims and carrying-out of 68 shipping authorizations and import customs clearances for United Nations property shipped between missions and New York, resolution of 9 legal disputes with vendors on liquidated damages handled in consultation with the Office of Legal Affairs, in line with the ongoing risk management efforts of the Procurement Division, the Logistics Support Division and the Office of Legal Affairs, aimed at reducing legal claims and settlements under ship charters
- Screening and delivery of incoming and outgoing mail and valises to DPKO, DFS and all peacekeeping missions
- Negotiation or renegotiation of 40 airline agreements to reduce costs in field missions
- 7,500 travel authorization inspections
- Entitlement calculation of 350 lump-sum home leave travel requests for DPKO and DFS at Headquarters
- Issuance of 5,600 United Nations travel documents and visas
- Arrangement of 6,000 shipment consignments (registrations) of personal effects

External factors

Successful deployment of an electronic record-keeping system in peacekeeping operations to manage compliant, reliable and authentic electronic records. Vendors will participate in business seminars and apply for registration. Contracted couriers will process shipments on a timely basis; developments in the airline and shipping industries will continue to affect negotiation of favourable agreements and/or contracts

(b) Human resources requirements

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2014/15*	*Change*
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	1	–	–	–	1	–
P-5	4	1	–	–	5	1
P-4	19	(1)	–	–	18	(1)
P-3	21	–	5	–	26	5
P-2/P-1	5	–	–	–	5	–
Subtotal	**50**	**–**	**5**	**–**	**55**	**5**
General Service and related						
Principal level	1	–	–	–	1	–
Other level	27	–	–	–	27	–
Subtotal	**28**	**–**	**–**	**–**	**28**	**–**
Total	**78**	**–**	**5**	**–**	**83**	**5**
General temporary assistance positions						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	–	–	–	–	–	–
P-3	6	–	(5)	–	1	(5)
P-2/P-1	1	–	–	–	1	–
Subtotal	**7**	**–**	**(5)**	**–**	**2**	**(5)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	1	–
Subtotal	**1**	**–**	**–**	**–**	**1**	**–**
Total	**8**	**–**	**(5)**	**–**	**3**	**(5)**
Total posts and positions	**86**	**–**	**–**	**–**	**86**	**–**

(c) Justification of posts

Office of the Assistant Secretary-General

Conversion of one general temporary assistance position (1 P-3 Administrative Officer) to post

452. The approved staffing establishment of the Office of the Assistant Secretary-General comprises one general temporary assistance position of Administrative Officer (P-3) funded from the support account. The Office of the Assistant Secretary-General provides primary support to the Assistant Secretary-General in the executive direction and management of procurement, facilities and commercial services and business continuity management. The Office has made continuing efforts to ensure proper internal control mechanisms, one key element of which is the monitoring of the use of the delegation of procurement authority, both at Headquarters and in field operations.

453. The table below summarizes the number of designations reviewed by the Office of the Assistant Secretary-General from 2009 to 2013. Designations related to field staff constitute over 80 per cent of all designations.

Number of designations reviewed by the Office of the Assistant Secretary-General from 2009 to 2013

	Number of designations	*Number of designations for field staff*	*Percentage of field designations of total*
2009	117	76	64.96
2010	160	105	65.63
2011	107	86	80.37
2012	101	80	79.21
2013[a]	37	30	81.08

[a] 2013 statistics as at September 2013.

454. The Administrative Officer (P-3) is responsible for the initial review of the proposed designation of staff for procurement functions by maintaining liaison with other offices in the Department of Management. The incumbent assists in reviewing and monitoring the use of the delegation of authority through the compilation of information from various sources: reports of core requirements and other reports arising from the delegation of procurement authority to field missions; feedback obtained through procurement assistance visits to field missions; recommendations of the Headquarters Committee on Contracts on cases submitted for review; and recommendations from other oversight bodies. It should be noted that the delegation of procurement authority from the Under-Secretary-General for Field Support to personnel in field missions is contingent upon the recipient being designated by the Department of Management under the provisions of Secretary-General's bulletin ST/SGB/2005/7.

455. Given that the nature of the work of the initial review of designation of staff for procurement functions is of a continuous nature, it is proposed that the general temporary assistance position of Administrative Officer (P-3) be converted to a post.

This temporary position has been approved by the General Assembly since 1 July 2009.

Procurement Division

Procurement Management Section

Vehicles Team

Conversion of one general temporary assistance position (1 P-3 Procurement Officer) to a post

456. The current staffing establishment of the Vehicles Team comprises four posts (2 P-4, 1 P-3 and 1 GS (OL)) and one general temporary assistance position, funded from the support account. The Team is responsible for the procurement of all vehicles, including spare parts and ancillary services, in support of field missions.

457. It is estimated that the Vehicles Team would handle a total of 30 systems contracts in 2014/15 with a total value of $897 billion in support of peacekeeping missions. On the basis of these systems contracts, the Team would issue approximately 120 purchase orders per year and approximately 40 contracts amendments/extensions per year. The Team is also expected to handle 15 requests from peacekeeping missions for local procurement authority, mainly under special requirements, and in relation to missions' submission of local procurement cases for presentation to the Headquarters Committee on Contracts. Moreover, certain special mission requirements not covered by global systems contracts are handled by the Team (e.g., the purchase of container handlers for UNSOA in 2013). As part of the requirements to support peacekeeping missions, the Vehicles Team continues to be involved in the organization of and participation in bidders' conferences, the issuance of clarifications on tenders to vendors, and contract negotiations, to ensure that field operations' surface transport requirements continue to be met through commercial contracts according to the highest industry standards. The Team conducts extensive contract negotiations on Headquarters systems contracts, assists missions in their negotiations to fulfil their special vehicle requirements, and issues all purchase orders for vehicles on behalf of missions, as missions are authorized to issue only purchase orders related to after-sale support.

458. The incumbent of the general temporary position of Procurement Officer (P-3) is responsible for procurement actions relating to DFS contracts in support of peacekeeping missions, in particular with regard to rough terrain and industrial forklifts, mobile cranes, container handlers, ground handling equipment, rapid intervention vehicles, tow tractors, construction equipment and workshop tools and equipment, for a total of 15 contracts with a total value of $136 million. The incumbent is also in charge of procurement actions relating to contracts of the Department of Safety and Security in support of field operations. Most of these requirements are provided on short notice and entail prompt procurement action to address security concerns in the field. The Procurement Officer also reviews and presents proposed awards to the Headquarters Committee on Contracts.

459. The functions of this position are deemed critical and of a continuous nature in view of the increased workload resulting from the establishment of 25 new global system contracts since January 2010, 7 of which will have to go through a rebidding exercise in 2014/15 (e.g., for forklifts, cranes, road movement equipment, airport ground handling equipment and workshop tools). The increased workload is also the

result of the establishment in 2012/13 of the second-highest-value vehicle contract for the provision of heavy and medium duty trucks, and from the establishment in 2013/14 of five new contracts for armoured vehicles, to augment manufacturing capacity available to missions in case of surges in requirements due to security conditions, as well as to provide for new types of armoured vehicles such as ambulances. The incumbent of the position also addresses all delivery issues, payment delays and after-sale support matters in a timely manner and in accordance with the contracts. In view of the above, it is proposed that this general temporary position, which has been approved by the General Assembly since 1 July 2010, be converted to a post.

Engineering Support Team

Conversion of one general temporary assistance position (1 P-3 Procurement Officer) to a post

460. The current staffing establishment of the Engineering Support Team comprises five posts (1 P-4, 2 P-3 and 2 GS (OL)) and one general temporary assistance position of Procurement Officer (P-3), funded from the support account. The Engineering Support Team is responsible for the procurement of prefabricated buildings, soft-skin structures, generators, hybrid power supply systems, electrical materials, water treatment systems, various field defence items/construction materials, tools and air conditioners, etc., in support of peacekeeping missions. In addition, the team is responsible for the establishment of regular contracts for individual field missions, particularly with respect to construction, engineering and architectural services and cartography. The Team also assists peacekeeping missions in negotiating complex lease agreements.

461. It is estimated that the Engineering Support Team will handle 34 systems contracts and regular contracts in 2014/15, with a total value of $1.4 billion, in support of peacekeeping operations. The Team is expected to issue approximately 50 purchase orders based on the systems contracts and approximately 30 purchase orders based on regular contracts per year. It is expected that the Team will also handle 60 mission requests for local procurement authority and local procurement cases for presentation to the Headquarters Committee on Contracts. As part of the requirements to support peacekeeping missions, the Engineering Support Team continues to be involved in the organization of and participation in bidders' conferences, the issuance of clarifications on tenders to vendors, site visits, prototypes inspections and contract negotiations, to ensure that field operations' engineering support requirements continue to be met through commercial contracts according to the highest industry standards.

462. As a result of the implementation of the DFS global field support strategy, the Engineering Support Team is increasingly involved in the support of field missions through regular contracts (e.g., MINUSTAH and MINUSMA waste management, MINUSMA bore well drilling and airfield rehabilitation, other mission-specific projects and special projects). This has increased the number of new tenders, resulting contracts and overall financial value of the workload assigned to the Team. Furthermore, the number of mission requests for local procurement authority and of mission submissions of local procurement cases for presentation to the Headquarters Committee on Contracts continues to be high. The volume of local committee on contracts and Headquarters Committee on Contracts cases relating to leases has

increased considerably, and about 25 per cent of those cases require Engineering Support Team assistance in lease negotiations for peacekeeping missions.

463. The incumbent of the general temporary position of Procurement Officer (P-3) handles eight global systems contracts in various areas of commodities for an estimated value of $240 million, including contract negotiations on Headquarters systems contracts and mission requirements. Given the continuous nature of the functions associated with the position, which include working on system contracts for power equipment, in terms of both new tenders and the management of existing contracts, it is proposed that this general temporary position, which has been approved by the General Assembly since 1 July 2010, be converted to a post.

Logistics and Transportation Section

Strategic Movements Team

Conversion of one general temporary assistance position (1 P-3 Procurement Officer) to a post

464. The approved staffing establishment of the Strategic Movements Team includes 10 continuing posts (1 P-4, 5 P-3 and 4 GS (OL)) and one general temporary assistance position of Procurement Officer (P-3), funded from the support account. The Strategic Movements Team manages a high volume of contracts and purchase orders which require time-sensitive handling, particularly when there is a peak in the number of shipments for start-up missions to be undertaken. The Team handles passenger charters (rotation/deployment/repatriation of troop contingents), sea and air charters (transportation of contingent-owned and United Nations-owned equipment), freight-forwarding services by air and sea, import clearance and shipment authorization and cargo insurance. In addition, the Team administers long-term ship charters for UNMIL and UNSOA, a stand-by charter vessel in UNIFIL and a consultancy service of movements/transport specialists. The Team also administers two systems contracts for courier services for the shipment of personal effects for military observers and civilian police and for the shipment of the household and personal effects of civilian staff, and four systems contracts for freight-forwarding services. The Team contracted a total value of $162 million in 2012/13 for passenger movements, sea and air cargo shipments and freight forwarding, and it is estimated that the Team will contract a total value of $180 million in 2014/15.

465. Currently, the Procurement Officer (P-3) is in charge of the procurement actions relating to sea cargo movements, reviews local committee on contracts cases from field missions before their submission to the team leader for approval and handles contract administration. The temporary position has been approved by the General Assembly since 1 July 2010.

466. A total of 64 requisitions for sea/air charter requirements were processed into contracts worth $53 million in 2012/13, including two long-term sea charters. In the same period, 40 requirements for sea freight were concluded. While sea cargo charter requirements for 2013 are estimated to remain at the same level, the estimated number of air charter requirements is 71 per cent higher in 2013, owing to the deployments of troops and related contingent-owned and United Nations-owned equipment to MINUSMA. In 2013/14, new deployments and repatriations to and from MINUSMA (e.g., Engineering Units, which carry a high volume of contingent-

owned equipment) will continue to increase the number of sea charter requirements based on the current trend.

467. In the light of the above-mentioned considerations, the conversion of the general temporary assistance position of Procurement Officer (P-3) is proposed in order to continue to handle the high volume and value of sea cargo charter contracts, which have a high degree of complexity and frequently result in contractual disputes. This is evidenced by the huge backlog of disputed cases which were handled by the Team in 2009 and 2010, some of them with the intervention of the Office of Legal Affairs.

Facilities and Commercial Services Division

Facilities Management Service

Office Space and Assets Unit

Conversion of one general temporary assistance position (1 P-3 Office Space Planning Officer) to a post

468. The current staffing establishment of the Office Space and Assets Unit in the Planning, Design and Construction Section comprises one general temporary assistance position of Office Space Planning Officer (P-3), funded from the support account.

469. The increase in the number of support-account-funded personnel at Headquarters from 830 in 2008/09 to over 1,400 in 2013/14 has had a direct impact on the resources of the Facilities Management Service, specifically in the areas of space planning and contract management, building maintenance and asset management.

470. Even with the slight decrease over the past two years, the number of support-account-funded personnel continues to account for approximately 19 per cent of total occupancy at Headquarters. In addition, as a further indicator of workload, DPKO/DFS staff account for 9 per cent of all work orders requesting facility management services. The high mobility of the DPKO/DFS workforce caused by field assignments, inter-office transfers and regular turnover requires ongoing space reconfiguration as well as enhanced coordination and tracking to maintain the accuracy of various office space allocations, contacts and assets databases. Additional office space requests (i.e., for the start-up team for MINUSMA) are accommodated as required by DPKO/DFS operational needs.

471. The level of support-account-funded personnel at Headquarters continues to require space planning and contract management, building maintenance and asset management. Within the current staffing establishment in the Office Space and Assets Unit, only one Professional resource at the P-4 level and five General Service staff (1 GS (PL) and 4 GS (OL)), funded from the regular budget, attend to the regular office space requirements of all departments. The incumbent of the general temporary assistance position of Office Space Planning Officer (P-3), funded from the support account, is responsible for office space planning and project management issues that relate to peacekeeping support activities at Headquarters. He or she receives space requests, prepares current and newly rented space for use on the basis of organizational needs, and manages all related planning and project management tasks to effectively utilize office space at Headquarters. The incumbent serves as the DPKO/DFS focal point for all requirements related to office space,

including the provision of temporary accommodation for planning teams and other field mission staff, the coordination of office reconfiguration, personnel moves, the acquisition of furniture and related services. In view of the continued level of support activities required, the functions of the general temporary assistance position of Office Space Planning Officer (P-3) are considered to be of a continuous nature. It is therefore proposed that it be converted to a post. This temporary position has been approved by the General Assembly since 1 July 2009.

Post reclassification

Communications and Information Technology Procurement Section

Reclassification of 1 post (P-4 Procurement Officer to P-5 Section Chief)

472. One of the key requirements for the Organization to efficiently and effectively implement the peacekeeping activities in established missions is the establishment of reliable communications and information technology networks in the operations theatre in a very timely manner. Currently, the procurement of information and communications technology equipment and relevant services for peacekeeping missions and Headquarters is managed by a Procurement Officer in the Communications and Information Technology Procurement Section (P-4).

473. It is estimated that the Communications and Information Technology Procurement Section would handle a total of 100 systems contracts, including regular contracts, in 2014/15 (88 existing contracts and 40 new solicitations, partially replacing some of these contracts and adding new ones), with a total value of $1.15 billion, in support of peacekeeping operations. On the basis of these systems contracts, approximately 1,900 purchase orders per year will be issued. In addition to systems contracts, the Section handles regular contracts and contract amendments/extensions (approximately 75 per year). It also handles a high volume of mission requests for local procurement authority and mission submission of local procurement cases for presentation to the Headquarters Committee on Contracts. As part of the requirement for supporting missions, the Section continues to be involved in the organization of and participation in bidders' conferences, the issuance of clarifications on tenders to vendors, site visits, software and hardware trials, and contract negotiations, in order to ensure that technology requirements continue to be met through commercial contracts according to high industry standards.

474. The Section is also increasingly involved in the coordination of requirements for contracts and solicitation between DFS and OICT, which means the coordination of requirements across regular budget and peacekeeping operations. This adds complexity to requirements and funding, owing to competing priorities and differing cash flows that will require additional oversight from a management perspective, and will be a major focus of the proposed Section Chief.

475. In this context, it is proposed that one post of Procurement Officer (P-4) be reclassified as a post of Section Chief (P-5). The incumbent would be responsible for: (a) handling an increased and more complex workload, relating to an increased number, higher complexity and higher value of contracts; (b) managing the requirements across geographical, organizational and technical boundaries; (c) strategically coordinating technology requirements and leading substantive offices in efforts to consolidate those requirements; (d) enabling increased authority with stakeholders to push for solicitations that will yield savings and efficiencies for the

Organization by taking better advantage of economies of scale; and (e) ensuring sufficient capacities and capabilities at the enterprise level in terms of hardware, software and staffing, in order to reduce operational risks for peacekeeping missions.

(d) Justification of general temporary assistance positions

Procurement Division

Procurement Management Section

Vendor Registration and Management Team

Procurement Officer (1 P-3 position, continuation)

Procurement Assistant (1 GS (OL) position, continuation)

476. The current staffing establishment of the Vendor Registration and Management Team comprises six posts (1 P-4, 1 P-3, 2 P-2 and 2 GS (OL)) and four general temporary positions, funded from the support account. The Team is responsible for the provision of all vendor-related support services and for managing the United Nations vendor roster, undertaking vendor due diligence and carrying out administrative functions of the Vendor Review Committee. It is also responsible for undertaking outreach efforts to source new vendors, in order to expand the existing vendor roster to cover a wider geographical area and vendors from developing countries and countries with economies in transition. The expanded vendor outreach efforts by the Procurement Division have resulted in a significant increase in the number of new vendor applications and their acceptance for the vendor roster. The number of cases submitted to the Vendor Review Committee doubled in 2013 compared with 2012, as did the number of vendors following consolidation of the vendors from peacekeeping missions. With the roll-out of Umoja to all peacekeeping missions in November 2013 and at Headquarters in July 2014, the Vendor Registration and Management Team is now receiving a significantly higher number of vendor-related requests.

477. In this context, it is proposed that the general temporary assistance position of Procurement Officer (P-3) be continued in 2014/15 to undertake registrations that require more in-depth review, and to ensure that the Team has adequate long-term resources to maintain its priorities with respect to further outreach projects. It is also proposed that the general temporary assistance position of Procurement Assistant (GS (OL)) be continued to carry out the manual process related to data clean-up, enter data into the vendor database and the procurement process system, review vendor applications and carry out other administrative tasks related to vendors.

Facilities and Commercial Services Division

Archives and Records Management Section

Associate Information Management Officer (1 P-2 position, continuation)

478. The current staffing establishment of the Archives and Records Management Section comprises two posts (1 P-4 and 1 P-2) and one general temporary assistance position of Associate Information Management Officer (P-2), funded from the support account.

479. Peacekeeping mission archives and records are critical to the documentation of important peacekeeping activities. At least 75 per cent of mission records have

permanent archival value and, as such, represent the institutional memory of United Nations peacekeeping operations, which the Archives and Records Management Section has the responsibility to preserve and make accessible. The majority of substantive archive work in the field is now conducted electronically, either on shared drives or on "home-grown" systems. The volume of digital peacekeeping archives currently stored in the Archives and Records Management Section amounts to 1.5 terabytes. The Section has recently captured approximately 5.7 gigabytes of MINUSTAH digital records and will seek to work with other peacekeeping missions to capture, transfer and ingest additional volumes of substantive digital records with permanent archival value.

480. In the light of the above, it is proposed that the general temporary position of Associate Information Management Officer (P-2) be continued in 2014/15, in order to establish, guide and validate the implementation of processes for the transfer and preservation of electronic archive records from the field.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2012/13)	Apportionment (2013/14)	Cost estimates (2014/15)	Variance	
				Amount	Percentage
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	11 253.5	11 848.5	12 619.2	770.7	6.5
II. Non-post resources					
General temporary assistance	1 239.4	1 262.9	402.6	(860.3)	(68.1)
Consultants	353.9	199.6	243.6	44.0	22.0
Official travel	669.8	663.7	631.3	(32.4)	(4.9)
Facilities and infrastructure	113.6	–	–	–	–
Information technology	77.0	79.0	66.5	(12.5)	(15.8)
Other supplies, services and equipment	890.2	861.3	784.7	(76.6)	(8.9)
Subtotal, II	**3 343.9**	**3 066.5**	**2 128.7**	**(937.8)**	**(30.6)**
Total	**14 597.4**	**14 915.0**	**14 747.9**	**(167.1)**	**(1.1)**

(f) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$12 619.2	$770.7	6.5%

481. The provision would cover the salaries, common staff costs and staff assessments for the 83 proposed posts. The higher requirements are attributable to the proposed conversion of five general temporary assistance positions to posts, offset by the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	*Variance*	
General temporary assistance	$402.6	($860.3)	(68.1%)

482. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of three general temporary assistance positions. The lower requirements are attributable to the proposed conversion of five general temporary assistance positions to posts and the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	*Variance*	
Consultants	$243.6	$44.0	22.0%

483. The consultancy requirements are as follows:

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
Archive digitization/cataloguing/ preservation/security		165 000	50,000 pages of peacekeeping archives posted on the United Nations Internet site for public consultation
Electronic records consolidation on field mission electronic record	4	45 000	50,000 pages of peacekeeping archives posted on the United Nations Internet site for public consultation
Training on analysis of financial statements		8 000	Follow-up on applications for registration in the United Nations Global Marketplace within 1 month with all vendors that participated in business seminars
Training on business presentation skills		10 000	Organization of business seminars in 40 locations (30 of them for developing countries and countries with economies in transition) and training of 10 staff from government agencies or chambers of commerce on procedures for vendor registration
Training on air charter procurement		15 600	Launch of 301 new international tenders and negotiations of 6 new contracts for proprietary goods in support of peacekeeping operations (passenger and cargo movements, long-term air and sea charters, freight forwarding, logistics and specialized aviation-related services, the entire range of engineering support and equipment, modularization, vehicles, specialized vehicles, ground handling and material-handling equipment, including all related spare parts and after-sale services, fuel, including turn-key contracts, ration packs, general supplies and security equipment)
Total		**243 600**	

484. An amount of $165,000 is proposed for the engagement of a consultant for ongoing external archival cataloguing and digitization services and for the digital preservation of peacekeeping records, which are stored in a commercial facility.

485. An amount of $45,000 is proposed for the engagement of a consultant for four months to provide specialized archival advice on the elimination and consolidation of obsolete data from field mission data networks.

486. An amount of $8,000 is proposed for the engagement for less than one person-month of a consultant with technical expertise to provide training on the evaluation of financial statements in the context of vendor registration, and training on bidding, selection, negotiation and management of construction contracts.

487. An amount of $10,000 is proposed for the engagement of a consultant to conduct two training sessions for staff members of the Regional Procurement Office and for mission representatives from neighbouring countries. The specialized training will enable staff members to successfully conduct business seminars and help to increase procurement opportunities for vendors from developing countries and countries with economies in transition.

488. An amount of $15,600 is proposed for the engagement of a consultant from the International Air Transport Association to conduct a training session for staff members of the Procurement Division on the technical requirements and cost implications of air charter procurement and on standard industry practice and terminology of the air charter business. The training will provide procurement staff members with sufficient knowledge to better understand the specific requirements of the air charter service industry in order to effectively and efficiently execute procurement activities in relation to air charters and aviation services.

489. The higher requirements are attributable to the additional training requirements for business presentation skills and air charter services.

	Cost estimates	*Variance*	
Official travel	$631.3	($32.4)	(4.9%)

490. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	115 700	22 site visits, bidders' conferences and contract negotiations prior to contract award for the new tenders launched, participation in 5 trade and industry fairs and aviation workshops, to ensure competition is maximized with additional focus to diversify aviation vendors. Participation in the rations contract management conference for DFS at UNLB Implementation of a records management programme in compliance with United Nations record-keeping requirements at MONUSCO and UNIFIL
Technical support	133 900	9 procurement assistance visits (MINUSMA, MINURSO, UNFICYP, MONUSCO, UNAMID, MINUSTAH, UNIFIL, UNOCI and UNLB)
Seminars/conferences/workshops	347 800	22 site visits, bidders' conferences and contract negotiations prior to contract award for the new tenders launched, participation in 5 trade and industry fairs and aviation workshops, to ensure competition is maximized with additional focus to diversify aviation vendors. Participation in the rations contract management conference for DFS at UNLB Organization of business seminars in 40 locations (30 of them for developing countries and countries with economies in transition) and training of 10 staff from government agencies or chambers of commerce on procedures for vendor registration
Training travel	33 900	100 staff at Headquarters and field operations enrolled in external professional procurement certification courses, including online courses and webinars 60 staff at Headquarters and field operations enrolled in external professional procurement certification courses, including online courses and webinars
Total	**631 300**	

491. An amount of $115,700 is proposed for travel to undertake complex contract negotiations with vendors for consultancies, rations management and aviation management software which would require site inspections ($95,100); and two on-site mission visits, to MONUSCO and UNIFIL, to implement record management programmes in compliance with United Nations record-keeping requirements and identify archival records for immediate or future transfer to Headquarters ($20,600).

492. An amount of $133,900 is proposed for travel to conduct annual reviews of procurement activities in field operations in order to identify and report on performance, weaknesses, areas of risk and ongoing challenges and to recommend appropriate action for improvements in the procurement function.

493. An amount of $347,800 is proposed for travel to participate in or deliver the following seminars/conferences/workshops: (a) conduct on-site bidders' conferences for complex information technology infrastructure, transportation management and global staffing contracts in peacekeeping missions to provide first-hand knowledge

of local infrastructures and missions' complex logistical requirements, which vendors need in order to submit proposals; establish high-value systems contracts for air charters and air cargo, which entails technical inspections of vendors' prototypes and/or production lines followed by contract negotiations ($128,800); and (b) conduct business seminars in 40 locations and peacekeeping operations in order to review the capacity of vendors in the areas and disseminate information on procurement opportunities; the proposed visits would also allow the Procurement Division to conduct preliminary assessments of potential locations for consultation with host country organizations, such as chambers of commerce ($219,000).

494. An amount of $33,900 is proposed for travel to undertake the following activities: participate in training sessions in the areas of supply chain management, information technology service and product procurement and aviation contract management, and in training on compliance with internal controls in United Nations procurement.

495. The lower requirements are attributable to the combination of business seminar travel with other official travel, such as contract negotiation, bidders' conference and procurement assistance visits.

	Cost estimates	*Variance*	
Information technology	$66.5	($12.5)	(15.8%)

496. An amount of $66,500 is proposed for archiving software licences and upgrades ($8,000): the acquisition by the Procurement Division of various non-standard information technology software ($43,500); and software acquisition for the digital preservation of peacekeeping archival materials and network storage requirements of peacekeeping missions' digital records ($15,000).

497. The lower requirements are attributable to the lower cost for network storage of peacekeeping missions' digital records, which is based on past usage patterns.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$784.7	($76.6)	(8.9%)

498. An amount of $784,700 is proposed to provide for: the cost of commercial storage and handling with a third-party service provider for the archiving of peacekeeping operations records at Headquarters ($150,000); vendor screening services and a subscription to a vendor credit report service ($220,000); the maintenance of the United Nations Global Marketplace ($100,000); the establishment of an information technology environment and repository to receive and preserve peacekeeping mission electronic archives to meet accountability standards ($70,000); storage supplies and specialized equipment related to archiving ($30,000); a subscription to an international publications search engine and news services related to global providers of energy and the chemical industry ($51,200); and training fees for attendance at various specialized technical certification programmes in the Procurement Division ($163,500).

499. The lower requirements are attributable primarily to reduced requirements for the archiving of peacekeeping operations records and reduced requirements for the maintenance of the United Nations Global Marketplace, based on past expenditure

patterns, offset in part by new contract service requirements to establish an information repository for fully accountable long-term management of electronic peacekeeping archives.

5. Office of Information and Communications Technology

(a) Results-based-budgeting framework

500. The mandate of OICT was established by the General Assembly in its resolution 63/262.

501. The Office provides central leadership for the establishment and implementation of Organization-wide ICT standards and activities, in order to ensure efficient utilization of resources, the modernization of information systems and improvements in the ICT services available to the United Nations. With regard to the development and service support of ICT for field missions, the Office works closely with DFS and focuses on the strategic initiatives set out in the report of the Secretary-General on investing in ICT (A/62/793/Add.1), including: ICT architecture and standard-setting efforts; the planning and implementation of major infrastructure improvements for the field; the development, implementation and support of Organization-wide and major shared applications; centralized information technology project management support activities; the coordination of disaster recovery and business continuity planning for the field; the review of ICT budget requirements against strategy and priorities prior to their submission to the Controller; and the strategic oversight of functions related to ICT at the Global Service Centre, including the review and approval of strategic direction, technical architecture and design, and infrastructure improvements. In addition, the Office provides information technology infrastructure support at Headquarters to departments that backstop and support peacekeeping operations.

502. The Office would continue to carry out a number of important initiatives that have a direct impact on the effectiveness and efficiency of the United Nations peacekeeping operations, including the strengthening of information and systems security and ensuring the highest level of accessibility for enterprise systems such as iSeek, the Official Document System (ODS), the eCC application, IMIS and Umoja Foundation, and the maintenance of the secondary data centre and the satellite Earth station located at Headquarters. The Office would continue to implement the customer relationship management solution for troop contributions management, the systems for fuel management, identity management and global warden tracking in peacekeeping operations, as well as the contact database for the United Nations Operations Control Centre at Headquarters. The Office will implement these enterprise applications in additional peacekeeping missions and continue the in-house development of a solution for rations management.

503. The Office currently comprises the immediate Office of the Chief Information Technology Officer, the Strategic Management Service and the Programme Management Division, which includes the Resource Management Service, the Knowledge Management Service, the Infrastructure Management Service and the Field Systems Section.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 99 per cent availability to Headquarters and all peacekeeping operations of established ICT infrastructure at Headquarters and existing enterprise information systems (2012/13: 99 per cent; 2013/14: 99 per cent; 2014/15: 99 per cent) 3.2 98 per cent accuracy of profile information for peacekeeping staff in the global warden system (2012/13: not applicable; 2013/14: 98 per cent; 2014/15: 98 per cent)

Outputs

- Connectivity to the network and infrastructure support for access to existing enterprise systems, for example, the Intranet and the integrated management information system, and to secure communications, including voice and video calls
- Implementation of the contingent-owned equipment application, the customer relationship management solution for troop contribution management, in the remaining peacekeeping operations
- Implementation and support of the electronic fuel management application in 2 peacekeeping operations
- Development of an electronic rations management solution
- Development of and provision of support for the enterprise identity management application to users at Headquarters
- Provision of round-the-clock application support for the contact database application to users at Headquarters
- Development of the global warden system to include profiles of all peacekeeping personnel

External factors

Security considerations or operational constraints in peacekeeping operations and UNSOA will enable the successful implementation of approved enterprise information technology systems in the field

(b) Human resources requirements

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2014/15*	*Change*
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2014/15*	*Change*
P-4	3	–	–	–	3	–
P-3	4	–	–	–	4	–
P-2/P-1	3	–	–	–	3	–
Subtotal	**10**	**–**	**–**	**–**	**10**	**–**
General Service and related						
Principal level	3	–	–	–	3	–
Other level	1	–	–	–	1	–
Subtotal	**4**	**–**	**–**	**–**	**4**	**–**
Total	**14**	**–**	**–**	**–**	**14**	**–**
General temporary assistance positions						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	1	(1)	–	1	1	–
P-3	2	–	–	–	2	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**3**	**(1)**	**–**	**1**	**3**	**–**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	–	–	–	–	–	–
Subtotal	**–**	**–**	**–**	**–**	**–**	**–**
Total	**3**	**(1)**	**–**	**1**	**3**	**–**
Total posts and positions	**17**	**(1)**	**–**	**1**	**17**	**–**

(c) Justification of general temporary assistance positions

Resource Management Service

504. The approved staffing establishment of the Resource Management Service includes three general temporary assistance positions (1 P-4 and 2 P-3) and no posts funded from the support account. The Service is responsible for delivering technology-based solutions for peacekeeping operations in the areas of troop contribution management, fuel management, rations management, enterprise identity management and crisis management. The three temporary positions are

currently dedicated to the troop contribution management (1 P-4 and 1 P-3) and fuel management (1 P-3) projects. All solutions delivered by the Resource Management Service leverage standard technologies of the United Nations Secretariat, such as those which support Umoja and Inspira, in order to ensure the long-term sustainability of the solutions.

Customer relationship management solution for troop contribution management (contingent-owned equipment application)

Information Systems Officer (1 P-3 position, continuation)

505. The customer relationship management solution for troop contribution management has automated data import of memorandum of understanding and inspection processes for contingent-owned equipment in peacekeeping operations. Future plans include integration with the Umoja payment module and mobile technology for the inspectors in the field to streamline manual tasks. As a result, there will be improved information flow between administrators and the field, real-time access to inspection data and more accurate calculation of reimbursements. As indicated in the 2012/13 performance report (A/68/648), the customer relationship management solution for troop contribution management has been implemented in four field operations. Implementation is on track in two additional peacekeeping operations during 2013/14, and the deployment of this software release should be completed at the remaining peacekeeping operations by June 2015. As with all system implementation processes, the scheduling of the implementation of the contingent-owned equipment application is subject to the operational requirements of the missions, including external constraints such as the security situation on the ground, visa issuance by the host country and the mobilization of the mission staff necessary for the implementation of the system in the event of unanticipated operations, such as the implementation undertaken in Mali.

506. Each deployment of the contingent-owned equipment software application to a peacekeeping operation constitutes a specific project. These include such activities as formalizing current business processes; fit-gap analysis; process re-engineering; data-mapping; design, configuration and/or customization of the software; testing and preparation of training material/data/equipment; training of users; and going live. Each operation has its own set of processes to record, analyse and assimilate inspection data in order to generate verification reports. The objective of the project is to standardize these processes (process re-engineering), thereby reducing the time and effort involved in submitting reports for reimbursement. No deployment is a replication of a previous deployment, because the business processes, data and substantive needs vary from one peacekeeping operation to another.

507. Given the advancement of the implementation of this system, it is proposed that only one of the two general temporary assistance positions of Information Systems Officer (P-3) for application support approved for 2013/14 be continued to perform coordination and application development tasks for the duration of the project.

Electronic fuel management system

Information Systems Officer (1 P-3 position, continuation)

508. The electronic fuel management system is aimed at ensuring the full transparency of the fuel supply chain, monitoring consumption and helping to detect misappropriation. As indicated in the 2012/13 performance report (A/68/648), the pilot implementation in MINUSTAH was completed. Groundwork for implementation advanced well at UNOCI and UNIFIL, while functional enhancements were added to achieve a higher level of automation, further reducing the need for manual data entry efforts and practically eliminating data input errors. The second edition of the system was released in 2013, and its implementation is on track in two additional peacekeeping operations for 2013/14. The same pace of implementation is planned for 2014/15. As with all system implementation processes, the scheduling of the implementation of the fuel management application is subject to the operational requirements of the missions, including external constraints such as the security situation on the ground, visa issuance by the host country and the mobilization of the mission staff necessary for the implementation of the system in the event of unanticipated operations, such as the one undertaken in Mali.

509. Each deployment of the electronic fuel management system to a peacekeeping operation constitutes a specific project. These include such activities as analysis of business processes; re-engineering of existing processes if necessary; gathering information about location, ownership, serial number, fuel type, capacity, etc., of thousands of pieces of fuel equipment; validating data; entering it into the database; generating barcodes; testing; preparation of training material/data/equipment; training of users; and going live. No deployment is a replication of a previous one, because the business processes, data and substantive needs vary from one peacekeeping operation to another.

510. Accordingly, it is proposed that one general temporary assistance position of Information Systems Officer (P-3) be continued to assist the Resource Management Service as the focal point for the implementation of the system for peacekeeping operations and for the development of the system interfaces with local applications at peacekeeping operations.

Electronic rations management system

Project Manager (1 P-4 position, new)

511. The electronic rations management system project is aimed at ensuring the full transparency of the food supply chain, monitoring consumption and preventing waste and misappropriation. After two failed attempts to acquire a commercial solution for rations and food management, OICT is developing an internal solution. During the 2012/13 period, DFS undertook a complete revision of field requirements, considering the new terms and conditions of contracts with food suppliers in peacekeeping operations that will need to be supported by the system. The Office was actively engaged in this process in order to understand the changes and to analyse how they would affect the development effort. The requirements were finalized by DFS in November 2012. The Office began the development in December 2012. A prototype was presented to DFS in June 2013. Given the fact that the rations management system depends heavily on Umoja, and considering the tight

deployment schedule of the latter, the Office is planning to begin the integration of the system with Umoja in 2014 and to enter the pilot phase by the end of 2014.

512. The Resource Management Service has been relying exclusively on contractual personnel, which creates unacceptable risks for the Organization. It is therefore proposed that one general temporary assistance position of Project Manager (P-4) be established to lead the project, to interact with the peacekeeping operations and DFS, and to coordinate the tasks of the contractual personnel. The establishment of a new position for the rations management project would not result in an increase in resources, given the fact that the troop management project has scaled down in accordance with the phase of the project, from the two positions approved for the 2013/14 period to the continuation of one position for 2014/15.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2012/13)	Apportionment (2013/14)	Cost estimates (2014/15)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	2 155.6	2 127.1	2 112.7	(14.4)	(0.7)
II. Non-post resources					
General temporary assistance	384.0	552.1	548.3	(3.8)	(0.7)
Official travel	309.1	287.1	282.2	(4.9)	(1.7)
Information technology	4 258.0	4 191.5	4 988.5	797.0	19.0
Subtotal, II	**4 951.1**	**5 030.7**	**5 819.0**	**788.3**	**15.7**
Total, I and II	**7 106.7**	**7 157.8**	**7 931.7**	**773.9**	**10.8**
Information and systems security[a]	–	–	821.5	–	–
Total	**7 106.7**	**7 157.8**	**8 753.2**	**1 595.4**	**22.3**

[a] Includes resource requirements proposed in the amount of $821,500, pursuant to General Assembly resolution 68/247 and on the basis of the estimates presented in the report of the Secretary-General on strengthening information technology and systems security (A/68/552) and of the cost-sharing allocation applied to Umoja and additional expenditures required under contractual services up to $1,325,000 and under furniture and equipment up to $1,325,000, recommended by the Advisory Committee in its report (A/68/7/Add.11, paras. 23 and 24) and endorsed by the General Assembly, as described in para. 34 above.

(e) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$2 112.7	($14.4)	(0.7%)

513. The provision would cover salaries, common staff costs and staff assessments for the 14 posts. The lower requirements result from the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	Variance	
General temporary assistance	$548.3	($3.8)	(0.7%)

514. The requirements would provide for the proposed continuation of two general temporary assistance positions and establishment of one position. The lower requirements result from the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	Variance	
Official travel	$282.2	($4.9)	(1.7%)

515. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessments/ consultation	49 200	Implementation of the contingent-owned equipment application, customer relationship management solution for troop contribution management, in the remaining peacekeeping operations Implementation and support of the electronic fuel management application in 2 peacekeeping operations Development of an electronic rations management solution Development of and provision of support for the enterprise identity management application to users at Headquarters
Technical support	233 000	Implementation of the contingent-owned equipment application, customer relationship management solution for troop contribution management, in the remaining peacekeeping operations Implementation and support of the electronic fuel management application in 2 peacekeeping operations Development of an electronic rations management solution Development of and provision of support for the enterprise identity management application to users at Headquarters
Total	**282 200**	

516. An amount of $49,200 is proposed for travel to undertake the following mission planning/assessment/consultation activities: assessment of the automation needs of peacekeeping operations and the status of field systems in line with the Organization's ICT programmes, strategies and policy on information systems delivery for peacekeeping operations, and definition of the detailed plan for the implementation of disaster recovery and resilience of applications such as troop contributions management (contingent-owned equipment), enterprise identity management and fuel management in the data centres in both Brindisi and Valencia

($26,600); and assessment of the business needs in the field for technology solutions which meet the global knowledge management strategy to ensure that institutional knowledge is retained, available and accessible throughout peacekeeping operations ($22,600).

517. An amount of $233,000 is proposed for travel to undertake the following technical support activities: the implementation of the contingent-owned equipment application/customer relationship management solution for troop contribution management in two peacekeeping operations ($73,300); the implementation of the electronic fuel management system in two peacekeeping operations ($95,200); the development of an electronic rations management solution and pilot implementation ($49,500); the configuration of the above-mentioned field applications for disaster recovery (number of hours data is saved while the system is down) and resilience (while the data centre in Brindisi is down, the secondary active telecommunications facility in Valencia is activated) capabilities ($15,000).

	Cost estimates	*Variance*	
Information technology	$4 988.5	$797.0	19.0%

518. An amount of $4,988,500 would provide for non-standard requirements for the acquisition of specialized information technology equipment and software, software licences and fees, and contractual services for ongoing support and for the development of applications, to meet peacekeeping business needs, as indicated in the tables and described in the paragraphs below. Rates have been calculated on the basis of the ICT Service rate card for 2014-2015 where applicable.

Non-standard information technology by category

(United States dollars)

Equipment	
Satellite Earth station	75 100
Subtotal	**75 100**
Software	
Fuel management system	23 800
Subtotal	**23 800**
Software licences and fees	
Customer relationship management/troop contribution management project	8 100
Fuel management system	3 600
Enterprise identity management system	4 100
Global warden system	90 000
Contacts database	15 100
Subtotal	**120 900**

Contractual services	
Ongoing support	
Secondary data centre	385 500
Customer relationship management/troop contribution management project	592 900
Fuel management system	126 700
Enterprise information portal	161 000
Enterprise identity management system	316 800
Global warden system	30 000
Satellite Earth station	80 500
Contacts database	306 300
Inspira	797 000
Subtotal	**2 796 700**
Development of applications	
Customer relationship management/troop contribution management project	378 400
Fuel management system	475 200
Rations management system	930 000
Enterprise identity management system	158 400
Global warden system	30 000
Subtotal	**1 972 000**
Total	**4 988 500**

Non-standard information technology by project

(United States dollars)

Secondary data centre	**385 500**
Customer relationship management/troop contribution management project	
Software licences and fees	8 100
Contractual services — ongoing support	592 900
Contractual services — development of applications	378 400
Subtotal	**979 400**
Fuel management system	
Software	23 800
Software licences and fees	3 600
Contractual services — ongoing support	126 700
Contractual services — development of applications	475 200
Subtotal	**629 300**
Rations management system	
Contractual services — development of applications	930 000
Subtotal	**930 000**

Enterprise information portal	
Contractual services — ongoing support	161 000
Subtotal	**161 000**
Enterprise identity management system	
Software licences and fees	4 100
Contractual services — ongoing support	316 800
Contractual services — development	158 400
Subtotal	**479 300**
Global warden system	
Software licences and fees	90 000
Contractual services — ongoing support	30 000
Contractual services — development	30 000
Subtotal	**150 000**
Satellite Earth station	
Hardware	75 100
Contractual services — ongoing support	80 500
Subtotal	**155 600**
Contacts database	
Software licences and fees	15 100
Contractual services — ongoing support	306 300
Subtotal	**321 400**
Inspira	
Contractual services — ongoing support	797 000
Subtotal	**797 000**
Total	**4 988 500**

519. The resources for contractual personnel specializing in information technology are estimated on the basis of memorandums of understanding or contract agreements established with the International Computing Centre and UNOPS, including an 8 per cent personnel administration cost, or other approved vendors for ongoing support services and development projects. Contractual services at Headquarters are undertaken by a staffing complement of 28 contractual personnel working at levels equivalent to those under the United Nations grade-level system. A provision for common charges, such as rental space, office supplies and desktop services under the information technology standard-level agreement with OICT, has been estimated for contractual personnel at Headquarters and included in the relevant resource class under the central responsible department or office. These initiatives do not overlap with and are complementary to Umoja.

520. Software licences and their maintenance fees in connection with the expansion of the pool of registered users for field systems and contractual services for the

ongoing support of these systems whereby implementation is complete would be included in the budgets of peacekeeping operations.

Secondary data centre

521. An amount of $385,500 is proposed for recurring requirements of the secondary data centre at Headquarters, as follows:

(a) An amount of $238,215 is proposed for the facility lease for the period of 1 July 2014 to 30 June 2015 ($193,577), which is an increase by 4 per cent, based on the contract agreement rate and the electricity cost for power and cooling ($44,638);

(b) An amount of $147,285 is proposed for telecommunications costs, as presented in detail in the table below, including previously approved resources.

	1 July 2012-30 June 2013	*1 July 2013-30 June 2014*	*1 July 2014-30 June 2015*
1. Lease of data centre facility	**220 908**	**229 173**	**238 215**
Facility lease	179 769	185 162	193 577
Electricity cost	41 140	44 011	44 638
2. Data centre equipment maintenance and lease	**48 600**	**48 600**	–
3. Telecommunication	**92 692**	**92 692**	**147 285**
Internet connection	21 015	21 015	27 000
Ethernet connection	21 115	21 115	48 150
Fibre channel	30 059	30 059	
Network base	20 504	20 504	16 735
Managed Internet service	–	–	24 000
Bandwidth	–	–	31 400
Total	**362 200**	**370 465**	**385 500**

Customer relationship management solution for troop contribution management (contingent-owned equipment application)

522. An amount of $979,400 is proposed to continue the implementation of the contingent-owned equipment software application in peacekeeping operations. The first release of the application was implemented in May 2011; functional enhancements were subsequently added, and the application was deployed in four peacekeeping operations, during each of the 2011/12 and 2012/13 periods. Implementation of the current software release is on track in two additional peacekeeping operations for 2013/14 according to plan, and the deployment of this software release should be completed at the remaining peacekeeping operations by June 2015:

(a) **Software licences and fees**. An amount of $8,100 is proposed for the maintenance of the software and database licences for 14 users of the contingent-owned equipment application in DFS at Headquarters;

(b) **Contractual services: ongoing support**. An amount of $592,900 is proposed for continued ongoing support services for system users at Headquarters and for users across multiple time zones in peacekeeping operations during the deployment of the application, by six systems analysts on two eight-hour shifts (3 contractual personnel per shift);

(c) **Contractual services: development**. An amount of $378,400 is proposed for continued development of the application by one application developer, including business process mapping, data-gathering, functional and integration testing, formulation of training material and end-user training, and development of the mobile component for equipment inspectors by two application developers. Given the steady progress in deploying the current release of the system, the timing is appropriate to begin working on the next release and integrate mobile technologies that were not broadly affordable in the field when the system was first deployed in 2011.

523. The contractual services are estimated at $8,993 per contractor per month for the period.

Electronic fuel management system

524. An amount of $629,300 is proposed for the continued implementation of the electronic fuel management system. The pilot implementation in MINUSTAH was completed, and the second release of the system has taken place in the current period. Implementation of the system is on track in two peacekeeping operations for 2013/14, and the same pace of implementation is planned for 2014/15:

(a) **Acquisition of software**. An amount of $23,800 is proposed for software which would be used to create a barcode on each driver's licence and on each piece of fuel equipment to account for all fuel storage and consumption, as required by the fuel management solution;

(b) **Software licences and fees**. An amount of $3,600 is proposed for annual software fees for DFS users of the system at Headquarters;

(c) **Contractual services: ongoing support**. An amount of $126,700 is proposed for one contractor to provide level 1 support services to system users at Headquarters and to users in peacekeeping operations during the deployment of the system;

(d) **Contractual services: development**. An amount of $475,200 is proposed for three contractors to continue business process mapping, data-gathering, functional testing, preparing training material and conducting end-user training. Based on lessons learned from implementation in MINUSTAH, UNOCI and UNIFIL, each deployment requires a significant amount of preparation on site before "going live", such as gathering information about location, ownership, serial number, fuel type, capacity, etc., of thousands of pieces of fuel equipment, validating data, entering it into the database and generating barcodes; a similar process is also needed to record and generate barcodes for all military, police and civilian personnel authorized to receive fuel.

525. The contractual services are estimated at $12,539 per contractor per month for the period.

Electronic rations management system

526. An amount of $930,000 is proposed for the continued development of the application. OICT began the development of an in-house rations management system in December 2012, following the finalization of requirements by DFS in November 2012. The solution leverages standard technologies of the Secretariat in order to ensure the long-term sustainability of the system. Given the fact that the system depends heavily on Umoja, and considering the latter's tight deployment schedule, OICT is planning to begin the integration of the rations management system with Umoja in 2014, and to enter the pilot phase by the end of 2014:

Contractual services: development. An amount of $930,000 is proposed for five contractors to work on business process mapping, data-gathering, software configuration, development, integration with Umoja, and functional testing.

527. The contractual services are estimated at $15,500 per contractor per month for the period.

Enterprise information portal

528. An amount of $161,900 is proposed for the maintenance of the information portal which had been deployed in peacekeeping operations:

Contractual services: ongoing support. An amount of $161,900 is proposed for two part-time analysts to provide support on an ad hoc basis, depending on user requirements, at Headquarters.

529. The contractual services are estimated at $13,500 per contractor per month for the period.

Enterprise identity management system

530. An amount of $479,300 is proposed to provide for the continued implementation of the enterprise identity management system, which streamlines organizational identity management processes and provides a single repository for user information management. The system supports secure identity management and enhances information on the location of peacekeeping personnel in the field.

531. Since 2009, the system has consolidated an authoritative repository of United Nations personnel of 10 peacekeeping missions (UNIFIL, UNMIL, MINUSTAH, UNDOF, UNFICYP, UNOCI, UNISFA, UNMISS, MONUSCO and UNAMID) and UNSOA, the Global Service Centre in Brindisi and Valencia, and the Regional Service Centre in Entebbe. The deployment of the system currently under way in all remaining peacekeeping operations is planned for completion by June 2014, with the exception of MINUSMA, which is planned for 2014/15, once its information technology landscape has been stabilized. The deployment of the system is a prerequisite for the deployment of the contingent-owned equipment application:

(a) **Software licences and fees**. An amount of $4,100 is proposed for the maintenance of the software licences of the 900 users of the application in DFS at Headquarters. Ongoing maintenance fees for users in the field are included in peacekeeping operation budgets;

(b) **Contractual services: ongoing support**. An amount of $316,800 is proposed for two contractors to provide ongoing level 1 support services to users at

Headquarters and in 12 peacekeeping operations during the remaining deployment of the system;

(c) **Contractual services: development**. An amount of $158,400 is proposed for one contractor to deploy the solution in MINUSMA and to work on system changes required, for example, as a result of the progress of the implementation of Umoja, such as those related to business re-engineering and interfaces with local applications, in order to maximize the benefits of the system.

532. The contractual services are estimated at $13,200 per contractor per month for the period.

Global warden system

533. An amount of $150,000 is proposed to provide for the continued implementation of the system, the purpose of which is to manage the allocation of wardens to zones and provide United Nations personnel with the most up-to-date information about the steps being taken to prepare for crisis situations. In addition, it would ensure that all staff members and their dependants were briefed on the security measures in place at the duty station and that appropriate arrangements were in place for the security of staff. It would also ensure the conduct of security surveys of residential areas and premises and the preparation and planning of responses to crisis situations. The proposal pertains to the ongoing support of the system:

(a) **Software licences and fees**. An amount of $90,000 is proposed to cover the cost of existing enterprise licences for users at Headquarters ($60,600) and for the purchase of additional licences to extend access to the system ($30,000);

(b) **Contractual services: ongoing support**. An amount of $30,000 is proposed for one systems administrator to provide support services to users at Headquarters and in peacekeeping operations during the remaining deployment of the system;

(c) **Contractual services: development**. An amount of $30,000 is proposed for one systems analyst to provide development services on a part-time basis.

Satellite Earth station

534. An amount of $155,600 is proposed to maintain the operation of the satellite Earth station, which provides back-up communications infrastructure for high-level officials at Headquarters and in field operations. For example, the station would allow for continuous voice and data connectivity through the Global Service Centre and/or other locations via satellite in the event of a crisis during the general debate of the General Assembly or during day-to-day interruptions in the links between Headquarters and field operations. The satellite technology complements the secondary data centre, which supports voice and data via telecommunication lines provided by local carriers, in the event that local communication is impaired:

(a) **Acquisition of hardware**. An amount of $75,100 is proposed for the replacement of two broadband global area network satellite terminals ($11,100), two spare routers ($34,000) and two spare switches ($30,000), which allow the transmission of data between Headquarters and all field operations for the United

Nations Operations and Crisis Centre. The Earth Station's antenna is over 25 years old and requires recurring replacement of parts;

(b) **Contractual services: ongoing support**. An amount of $80,500 is proposed for the continued maintenance and use of the satellite network, representing the yearly maintenance cost for equipment ($36,300) and the annual charges for service providers ($44,200).

Contacts database

535. An amount of $321,400 is proposed to support the contacts database system for the United Nations Operations Crisis Centre, which was developed and implemented during 2012/13 within existing resources. The technology, which was developed leveraging existing United Nations systems, is used by operations officers to manage the emergency contact data of key United Nations personnel in the field and senior managers at Headquarters and to connect them with Member States at any given time, during crisis situations and regular operations, and provides situation reports in times of crisis. OICT provides technological support to the United Nations Operations and Crisis Centre contacts database 24 hours a day, 7 days a week, and covers software licences for the operations officers running the system at Headquarters:

(a) **Software licences and fees**. An amount of $15,100 is proposed to license 26 officers operating the contacts database application at Headquarters;

(b) **Contractual services: ongoing support**. An amount of $306,300 is proposed to support the stakeholders using the system; two contractual personnel to provide level 1 help desk support ($204,200), 24 hours a day, 7 days a week, and one contractual personnel to provide level 2 and level 3 support, which is advanced technical support and troubleshooting, and change requirements to resolve software problems ($102,100).

536. The contractual services are estimated at $8,509 per contractor per month for the period.

Inspira

537. An amount of $797,000 is proposed for the relocation of hosting services for the talent management system, Inspira, by a third-party vendor for 2013/14 and past periods, to the Global Service Centre in Valencia, through the use of contractual services, to improve performance and connectivity to the field missions. Accordingly, a corresponding reduction in the provision for resource requirements to support Inspira has been reflected in the support account proposal for the Office of Human Resources Management. There will be no additional resources resulting from the change in hosting services from a third-party vendor to the Global Service Centre:

Contractual services: ongoing support. An amount of $797,000 is proposed for an estimated 228 contractual personnel-hours per month to provide advanced troubleshooting, service management and administration support for Inspira ($366,800), for disaster recovery and business continuity, security and storage services ($150,200), to monitor 60 virtual machines and infrastructure for the system ($131,000) and to perform the initial migration of data from the data centre of the third party to the facility in Valencia ($149,000).

538. The contractual services are estimated on the basis of 228 contractual personnel-hours of several contractors for the period.

539. The higher requirements are attributable to the fact that the resource requirements for hosting the talent management system, Inspira, formerly presented in the proposal of the Office of Human Resources Management, are reflected in the proposal of OICT for 2014/15 with no net impact on the overall resources of the Department of Management. It was determined that the relocation of hosting services from the third-party vendor to the Global Service Centre in Valencia through the use of contractual services would improve the system's performance and connectivity to the field missions. The increase in information technology resources is offset by the fact that the enterprise information portal had been fully deployed to peacekeeping missions for which a provision was made in the 2013/14 budget, and will not be required for 2014/15.

E. Office of Internal Oversight Services

(a) Results-based-budgeting framework

540. The mandate of OIOS was established by the General Assembly in its resolutions 48/218 B, 54/244 and 59/272. Its functions are set out in Secretary-General's bulletin ST/SGB/273.

541. The Office, which comprises the Internal Audit Division, the Inspection and Evaluation Division and the Investigations Division, works in coordination with the other United Nations oversight bodies, namely, the United Nations Board of Auditors and the Joint Inspection Unit.

542. The Office contributes to the goals of the United Nations by promoting responsible administration of resources and improved programme performance, as well as a culture of accountability and transparency. To that end, it will: (a) issue recommendations to strengthen internal controls and to mitigate risks; (b) provide independent information and assessments to assist effective decision-making; and (c) provide independent reviews of the effectiveness of the use of the Organization's resources. This will be accomplished through the issuance of timely, high-quality reports on inspection, evaluation, internal audit and investigation, in accordance with applicable professional standards.

543. The Internal Audit Division developed its 2014/15 audit workplan taking into account the recommendations of the Independent Audit Advisory Committee, and will continue to use a risk-based audit planning approach in accordance with the Institute of Internal Auditors Practice Advisories. The Division identified and assessed the risks posed to peacekeeping operations, as well as the related key controls to mitigate them, and will prioritize audit assignments for 2014/15 on the basis of the level of residual risk. Management requests for audits to address specific areas of concern were also considered in selecting assignments. Furthermore, the Internal Audit Division coordinated with the Board of Auditors, the Joint Inspection Unit and other Divisions in the Service to increase complementarities and avoid duplication.

544. The Inspection and Evaluation Division will continue to focus its work on the evaluative oversight of peacekeeping through thematic evaluations and inspections assessing aspects of the relevance, efficiency and effectiveness, including impact, of

peacekeeping operations. The workplan for 2014/15 includes three evaluations and/or inspections, two of which will be thematic evaluations of a cross-cutting nature that may have an impact across peacekeeping missions, and the third will be either an evaluation at the subprogramme level or an evaluation to address specific requests from DPKO and DFS. The scope of work of the Inspection and Evaluation Division covers the two above-mentioned departments and the peacekeeping missions.

545. The Investigations Division will continue to focus its work on the conduct of administrative fact-finding investigations aimed at promoting responsible administration of resources and improved performance as well as a culture of accountability and transparency, accomplished through the issuance of timely, high-quality reports on investigations in accordance with applicable professional standards. With the adoption of the new integrated structure by the General Assembly in its resolution 67/287, focusing on location-dependent activities in regional centres based in Vienna, Entebbe, and Nairobi, and in specific missions (MONUSCO, MINUSTAH, UNMIL, UNMISS and UNOCI), the Division aims to deliver the full spectrum of services to peacekeeping missions, while ensuring the highest level of cost-efficiency and transparency. It will continue to give priority to the identification and assessment of potential risks within programme areas relating to fraud and financial loss through the analysis of systems of control in high-risk operations.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 100 per cent of OIOS reports are submitted to the General Assembly in accordance with deadlines (2012/13: 100 per cent; 2013/14: 90 per cent; 2014/15: 100 per cent)

Outputs

- OIOS reports specifically requested by the General Assembly
- Annual report to the General Assembly on peacekeeping oversight results

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Acceptance of 95 per cent of recommendations issued by the Internal Audit Division (2012/13: 100 per cent; 2013/14: 95 per cent; 2014/15: 95 per cent)
	3.2 Acceptance of 95 per cent of evaluation and inspection recommendations (2012/13: 71 per cent; 2013/14: 95 per cent; 2014/2015: 95 per cent)
	3.3 100 per cent of matters received for intake and possible investigation into instances of theft, embezzlement, smuggling, bribery and other forms of misconduct as well as waste of resources, abuse of authority and mismanagement are reviewed (2012/13: 100 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)

3.4 6 per cent of investigations completed during the financial period will generate advisory notes addressing oversight issues in peacekeeping operations issued to DFS and mission management, as well as to the Department of Management (2012/13: 27 per cent; 2013/14: 6 per cent; 2014/15: 6 per cent)

3.5 70 per cent of investigations completed during the financial period are finalized within 12 months or less (2012/13: 29 per cent; 2013/14: 70 per cent; 2014/15: 70 per cent)

3.6 Personnel from 70 per cent of peacekeeping missions are trained in basic investigative techniques (2012/13: 70 per cent; 2013/14: 70 per cent; 2014/15: 70 per cent)

3.7 50 per cent reduction in the backlog of investigation cases (2012/13: 42 per cent; 2013/14: 50 per cent; 2014/15: 50 per cent)

Outputs

- 8 audit reports by United Nations Headquarters auditors
- 52 audit reports by resident auditors located in peacekeeping missions
- 5 horizontal audit reports by auditors at United Nations Headquarters and peacekeeping missions
- One annual meeting of chief resident auditors for work planning
- One meeting of resident auditors/assistants for professional development
- 1 evaluation report addressing aspects of performance in individual peacekeeping missions
- 2 thematic evaluation or inspection reports addressing cross-cutting strategic priorities or topics
- 350 reviews and analysis of reports of possible misconduct for decisions as to jurisdiction and investigative action
- 10 advisory notes issued regarding the oversight of peacekeeping operations
- 28 backlogged investigation cases completed
- 1 training session for programme managers in peacekeeping missions on basic investigative techniques
- 1 yearly review of the investigation policy and policy guidance and/or promulgation of additional policies/guidance on investigation techniques

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External factors

External parties will cooperate with the conduct of audits, evaluation and inspection reviews, and investigations

(b) Human resources requirements

Category	Approved staffing 2013/14	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts positions proposed	Total proposed 2014/15	Change
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	2	–	–	–	2	–
P-5	16	–	1	–	17	1
P-4	38	–	5	–	43	5
P-3	28	–	2	–	30	2
P-2/P-1	–	–	–	–	–	–
Subtotal	**84**	**–**	**8**	**–**	**92**	**8**
General Service and related						
Principal level	1	–	–	–	1	–
Other level	9	–	–	–	9	–
Field Service	15	–	–	–	15	–
National General Service	6	–	–	–	6	–
Subtotal	**31**	**–**	**–**	**–**	**31**	**–**
Total	**115**	**–**	**8**	**–**	**123**	**8**
General temporary assistance positions[a]						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	1	–	–	–	1	–
P-5	4	–	(1)	–	3	(1)
P-4	11	–	(5)	–	6	(5)
P-3	17	–	(2)	2	17	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**33**	**–**	**–**	**–**	**27**	**(6)**
General Service and related						
Principal level	1	–	–	–	1	–
Other level	2	–	–	–	2	–

Category	Approved staffing 2013/14	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/positions proposed	Total proposed 2014/15	Change
Field Service	–	–	–	–	–	–
National General Service	4	–	–	–	4	–
Subtotal	7	–	–	–	7	–
Total	40	–	(8)	2	34	(6)
Total posts and positions	155	–	–	2	157	2

[a] Includes six general temporary assistance positions approved for MINUSMA in 2013/14, pursuant to General Assembly resolution 68/259.

(c) Justification of posts

Internal Audit Division

Conversion of eight general temporary assistance positions (1 P-5, 5 P-4 and 2 P-3) to posts

546. The approved staffing establishment of the Internal Audit Division comprises 84 posts (1 D-1, 10 P-5, 30 P-4, 21 P-3, 14 FS, 4 GS (OL) and 4 NGS) and eight general temporary assistance positions (1 P-5, 5 P-4 and 2 P-3), funded from the support account. One of the eight general temporary assistance positions is for an Auditor (P-4) located at Headquarters in the Information and Communications Technology Audit Section; one position is for a Resident Auditor (P-4) in the Resident Audit Office of UNSOA in Nairobi; and six positions (1 P-5, 3 P-4 and 2 P-3) are located in the Resident Audit Office of MINUSMA. It is proposed that these eight temporary positions be converted to posts.

Headquarters (New York)

547. The Information and Communications Technology Audit Section, which comprises one post (P-4) and one general temporary assistance position (P-4) funded from the support account, is responsible for overseeing the implementation of the audit workplan related to ICT and for providing ongoing independent advice to the missions' management on ICT issues. The incumbent of the position has been handling peacekeeping-related ICT audits and is expected to continue covering high-risk areas. He or she would be responsible for three audits in the 2014/15 financial period. It is anticipated that the deployment in the peacekeeping missions of two major organization-wide enterprise systems (Umoja and Inspira), and the establishment of the Regional Service Centre in Entebbe and of the ICT facility in Valencia, will create a continuing need in terms of audit coverage to ensure and sustain the timely identification and mitigation of the risks associated with the migration, security and integrity of data and systems. Given the continuous nature of the functions associated with this temporary position, which has been approved by the General Assembly since 1 July 2009, it is proposed that it be converted to a post.

Resident Audit Office in UNSOA

548. The UNSOA Resident Audit Office is composed of three posts (1 P-5, 1 P-3 and 1 NGS) and one general temporary assistance position (1 P-4), funded from the support account. On the basis of the risk-based audit planning approach of the Internal Audit Division and the level of residual risk identified for UNSOA, the Office plans to conduct five audits during the 2014/15 financial period. Since the establishment of UNSOA, operations have increased, and the implementation of the audit plan will address key controls necessary to manage the risks associated with the critical objectives of UNSOA, and the Resident Audit Office's resources will continue to be required in order to provide the necessary audit coverage of the key controls in UNSOA. Given the continuous nature of the functions associated with this temporary position, which has been approved by the General Assembly since 1 July 2009, it is proposed that it be converted to a post.

Resident Audit Office in MINUSMA

549. The General Assembly, in its resolution 68/259, approved six general temporary assistance positions (1 Chief Resident Auditor (P-5), 3 Resident Auditor (P-4) and 2 Resident Auditor (P-3)) for the Resident Audit Office in MINUSMA for the period from 1 July 2013 to 30 June 2014. The incumbents of the six posts would continue in 2014/15 to focus on high-risk areas faced by MINUSMA in the early stages of its deployment, including logistics, procurement and the recruitment of national staff, and on the provision of advice to the Mission's management on control mechanisms. The functions of the Resident Audit Office in MINUSMA are considered to be of a continuous nature, and it is thus proposed that its six general temporary assistance positions be converted to posts. It is anticipated that seven planned audit assignments will be conducted by the Office during the 2014/15 financial period.

Redeployment of posts

Redeployment of 1 post (Chief of Service (D-1)) from the Peacekeeping Audit Service in New York to the Resident Audit Office at Entebbe

550. The approved staffing establishment of the Resident Audit Office in Entebbe comprises five Auditors (P-4) and two Audit Assistants (FS). The Peacekeeping Audit Service in New York currently has a total of 18 posts funded under the support account (1 D-1, 2 P-5, 7 P-4, 4 P-3 and 4 General Service).

551. Since its establishment, the Resident Audit Office in Entebbe has played an increasingly important role in the development of the Global Field Support Strategy, in assessing how the Service Centre concept is being implemented, and in providing enhanced audit coverage of UNLB, as well as in the conduct of horizontal audits covering UNAMID, MONUSCO and UNMISS. In order to provide better management of internal audit activities in UNAMID, MONUSCO, UNMISS, UNISFA, UNSOA and Entebbe, it is proposed that the post of Chief of the Peacekeeping Audit Service (D-1) in New York be redeployed to the Resident Audit Office in Entebbe. As a consequence, a number of managerial functions currently conducted in New York would be conducted in Entebbe, while communication and interaction with the resident auditors and with senior management in the missions would be enhanced through more frequent travel to nearby peacekeeping operations using United Nations flights from Entebbe. Redeploying the post of Chief of the

Peacekeeping Audit Service from New York to Entebbe would add significant value and support to programme delivery, in that it would facilitate more timely responses to audit issues and requests for advice from management, a better understanding of the missions' environment, and improved capacity-building of resident auditors.

552. This redeployment is proposed in the context of the streamlining of OIOS managerial and support functions that the Office is conducting, following the recent approval by the General Assembly of a post of Assistant Secretary-General for the biennium 2012-2013, funded from the regular budget. In particular, the Internal Audit Division would report directly to the Assistant Secretary-General, and it is proposed that the audit management functions of peacekeeping operations conducted in New York, as well as those of the resident audit offices in peacekeeping missions in the Middle East, West Africa and Haiti, be covered by the incumbent of the post of Director (D-2), funded from the regular budget.

Redeployment of 1 post (Resident Auditor (P-4)) from the Resident Audit Office in MINUSTAH to the Resident Audit Office in UNSOA

553. The approved staffing establishment of the Resident Audit Office in UNSOA comprises two Resident Auditors (1 P-5, 1 P-3), one Resident Audit Assistant (NGS) and one general temporary assistant position of a Resident Auditor (P-4). The approved staffing establishment of the Resident Audit Office in MINUSTAH comprises five Resident Auditors (1 P-5, 2 P-4, 2 P-3), one Resident Audit Assistant (FS) and one Administrative Assistant (NGS). As a result of the significant increase in the troop strength of AMISOM since its establishment, from 8,270 to 22,126, the support provided by UNSOA to AMISOM in the areas of logistics, procurement and contract management has increased, together with the related identified risks and audit requirements. At the same time, the audit requirements in MINUSTAH have decreased since the gradual reduction, as decided by the Security Council, of the authorized uniformed personnel strength from 13,331 to 8,871, as well as the drawdown of the Mission's civilian staffing establishment to its level prior to the 2010 earthquake in Haiti. It is thus proposed that one post of Resident Auditor (P-4) be redeployed from the Resident Audit Office in MINUSTAH to the Resident Audit Office in UNSOA.

(d) Justification of general temporary assistance positions

Regional Investigations Office in Vienna

2 Investigators (P-3, new)

554. The approved staffing establishment of the Regional Investigations Office in Vienna comprises 12 general temporary assistance positions (1 D-1, 1 P-5, 3 P-4, 4 P-3, 1 GS (PL) and 2 GS (OL)). The Vienna Office handles investigations related to peacekeeping missions in geographical proximity where there is limited or no investigative capacity, and provides information technology support for the case management system of the Investigations Division, as well as administrative support for its staff.

555. The Investigations Division currently has no staffing resources to support the recently established MINUSMA. The size of the Mission, and the fact that there have already been reported matters for investigation from the Mission, including allegations of cases of sexual exploitation and abuse, require that the Division start building a

presence to respond to the workload expected in 2014/15. On the basis of the number of cases received from MINUSMA during the first two months of the 2013/14 financial period, it is projected that the Division will receive about 20 matters for assessment in 2013/14, of which 8 to 10 are expected to result in investigations. As an investigator addresses approximately 10 matters per year on average, including 4-5 investigations, it is proposed that two new general temporary assistance positions of Investigator (P-3) be created and dedicated to investigative activities arising from MINUSMA. It is proposed that the two new temporary positions be based in Vienna, not in the Mission in Mali, as the findings of the pilot project designated by the General Assembly in its resolution 63/287 on the structure of the Investigations Division have demonstrated that a minimum of three investigators are required to constitute a viable resident team in any mission location. The proposed team of two investigators would therefore be too small to efficiently and independently reside in the Mission. The incumbents would, however, provide surge capacity to the Mission on a case-by-case basis, as required.

Regional Investigations Office in Entebbe

3 Investigators (3 P-3, continuing)

1 Administrative Assistant (1 NGS, continuing)

Regional Investigations Office in Nairobi

1 Forensic Investigator (1 P-4, continuing)

1 Investigator (1 P-3, continuing)

Regional Investigations Office in Vienna

1 Deputy Director (1 D-1, continuing)

1 Senior Investigator (1 P-5, continuing)

2 Investigators (2 P-4, continuing)

1 Forensic Investigator (1 P-4, continuing)

4 Investigators (4 P-3, continuing)

1 Investigations Assistant (1 GS (PL), continuing)

1 Information Technology Assistant (1 GS (OL), continuing)

1 Investigations Assistant (1 GS (OL), continuing)

UNMIL Resident Investigations Office

1 Chief Resident Investigator (1 P-5, continuing)

1 Investigator (1 P-4, continuing)

3 Investigators (3 P-3, continuing)

1 Administrative Assistant (1 NGS, continuing)

UNMISS Resident Investigations Office

2 Investigators (2 P-3, continuing)

1 Administrative Assistant (1 NGS, continuing)

UNOCI Resident Investigations Office

1 Chief Resident Investigator (1 P-5, continuing)

1 Resident Investigator (1 P-4, continuing)

2 Resident Investigators (2 P-3, continuing)

1 Administrative Assistant (1 NGS, continuing)

556. The General Assembly, in its resolution 67/287, approved the staffing establishment of the Investigations Division, comprising 24 posts (1 D-1, 5 P-5, 6 P-4, 6 P-3, 1 FS, 3 GS (OL) and 2 NGS) and 32 general temporary assistance positions (1 D-1, 3 P-5, 6 P-4, 15 P-3, 1 GS (PL), 2 GS (OL) and 4 NGS) based in regional centres in Vienna, Entebbe and Nairobi, as well as in specific missions. The continuation in 2014/15 of the 32 temporary positions is proposed.

557. The Regional Investigations Office in Entebbe will continue to serve as a significant centre of operations that promotes and facilitates increased staff mobility to and from the missions and strengthens resource stewardship and accountability, while achieving greater efficiencies. Specifically, it will continue to provide effective investigations capacity for MONUSCO in the eastern part of the Democratic Republic of the Congo, as well as for UNAMID and UNMISS, and provide support for missions in the entire East Africa region. The Regional Investigations Office in Nairobi will continue to be responsible for investigations for peacekeeping operations and activities as they may arise in Somalia and Nairobi, and will also provide forensic support to peacekeeping missions in East Africa. The Regional Investigations Office in Vienna will continue to be responsible for investigations for peacekeeping operations and activities as they may arise in Europe, the Middle East and North and West Africa, and will build OIOS capacity in the development of an ongoing training programme, as outlined by the General Assembly in its resolutions 57/282 and 59/287. The Resident Investigation Offices located in UNMIL, UNOCI and UNMISS will continue to be responsible for investigations as they may arise in the respective mission areas.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2012/13)	*Apportionment (2013/14)*	*Cost estimates (2014/15)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	16 537.5	20 908.5	22 555.6	1 647.1	7.9
II. Non-post resources					
General temporary assistance	7 294.7	6 002.4	5 927.3	(75.1)	(1.3)
Consultants	283.1	362.5	333.5	(29.0)	(8.0)
Official travel	660.5	985.4	983.2	(2.2)	(0.2)
Facilities and infrastructure	158.4	174.6	261.5	86.9	49.8
Communications	93.4	132.0	132.0	–	–
Information technology	193.0	416.5	575.2	158.7	38.1

	Expenditures (2012/13)	Apportionment (2013/14)	Cost estimates (2014/15)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Other supplies, services and equipment	156.7	225.9	198.3	(27.6)	(12.2)
Subtotal, II	**8 839.8**	**8 299.3**	**8 411.0**	**111.7**	**1.3**
Total	**25 377.3**	**29 207.8**	**30 966.6**	**1 758.8**	**6.0**

(f) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$22 555.6	$1 647.1	7.9%

558. The provision would cover the salaries, common staff costs and staff assessments for the 123 proposed posts. The higher requirements are attributable to the proposed conversion of eight general temporary assistance positions to posts and the estimation of common staff costs of field missions at a higher percentage of net salaries compared with the budget for 2013/14.

	Cost estimates	Variance	
General temporary assistance	$5 927.3	($75.1)	(1.3%)

559. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of 34 general temporary assistance positions.

560. The lower requirements are attributable to the proposed conversion of eight general temporary assistance positions to posts (of which six were budgeted for four months only in 2013/14), offset in part by the proposed two new general temporary assistance positions (P-3) in the Investigations Division and by the estimation of common staff costs of field missions at a higher percentage of net salaries compared with the budget for 2013/14.

	Cost estimates	Variance	
Consultants	$333.5	($29.0)	(8.0%)

561. The consultancy requirements are as follows:

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
Multidimensional mission/thematic evaluations and inspections (Inspection and Evaluation Division)	29	251 500	1 evaluation report addressing aspects of performance in individual peacekeeping missions 2 thematic evaluation or inspection reports addressing cross-cutting strategic priorities or topics
Audit specialists (Internal Audit Division)	2	36 000	8 audit reports by auditors at United Nations Headquarters 52 audit reports by resident auditors located in peacekeeping missions 5 horizontal audit reports by auditors at United Nations Headquarters and peacekeeping missions
Investigative techniques skills and training (Investigations Division)	1	11 000	1 training session for programme managers in peacekeeping missions on basic investigative techniques
Audit training (Internal Audit Division)	2	35 000	1 annual meeting of chief resident auditors for work planning 1 meeting of resident auditors/assistants for professional development
Total		**333 500**	

562. An amount of $251,500 is proposed for the engagement for 29 person-months of consultants with technical expertise to conduct two in-depth thematic evaluation reports and one evaluation report on a specific peacekeeping mission. The consultants would be supported by staff members of the Inspection and Evaluation Division, who would provide functional expertise in their respective areas. The evaluations would examine the relevance, efficiency and effectiveness of missions or cross-cutting initiatives/themes. Thematic evaluations are in response to high-risk cross-cutting issues that affect peacekeeping performance across missions.

563. An amount of $36,000 is proposed for the engagement for two person-months of two consultants with technical audit expertise in the fields of ICT governance and performance audit. The consultants would assist OIOS auditors in determining whether adequate controls and mechanisms are in place to govern, monitor, measure, evaluate and report on ICT performance and security, and in developing audit programmes and providing an independent view of the Organization's achievements for selected substantive programmes in peacekeeping operations.

564. An amount of $11,000 is proposed for the engagement for three person-months of consultants in each of the three regional hubs to provide specialized investigative skills, such as handwriting analysis and financial auditing, which are not normally part of an investigator's skill set, and to conduct training on interviewing and forensic techniques.

565. An amount of $35,000 is proposed for the engagement for two person-months of two consultants with technical audit expertise to assist in the annual resident auditors'/assistants' training conference in the areas of fraud prevention and

detection, as well as case-based training across the full range of audit techniques and activities.

566. The lower requirements reflect the non-recurring initiatives budgeted for 2013/14.

	Cost estimates	*Variance*	
Official travel	$983.2	($2.2)	(0.2%)

567. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	455 300	8 audit reports by United Nations Headquarters 52 audit reports by resident auditors located in peacekeeping missions 5 horizontal audit reports by auditors at United Nations Headquarters and peacekeeping missions 1 evaluation report addressing aspects of performance in individual peacekeeping missions 2 thematic evaluation or inspection reports addressing cross-cutting strategic priorities or topics 350 reviews and analysis of reports of possible misconduct for decisions as to jurisdiction and investigative action
Technical support	78 700	8 audit reports by United Nations Headquarters 5 horizontal audit reports by auditors at United Nations Headquarters and peacekeeping missions
Seminars/conferences/workshops	23 700	350 reviews and analysis of reports of possible misconduct for decisions as to jurisdiction and investigative action 1 evaluation report addressing aspects of performance in individual peacekeeping missions 2 thematic evaluation or inspection reports addressing cross-cutting strategic priorities or topics
Training	425 500	1 annual meeting of chief resident auditors for work planning 1 meeting of resident auditors/assistants for professional development 1 training session for programme managers in peacekeeping missions on basic investigative techniques
Total	**983 200**	

568. An amount of $455,300 is proposed for travel to undertake the following mission planning/assessment/consultation activities: the provision of management oversight to resident audit offices in the field ($27,300); the preparation of horizontal audit reports on peacekeeping operations by resident auditors in the field and conduct of special audit assignments by Headquarters auditors ($190,200); the conduct of scoping and data-collection visits for multidimensional mission/thematic

evaluation or inspection reports ($66,500); and the conduct of investigations into possible misconduct ($171,300).

569. An amount of $78,700 is proposed for travel of Headquarters auditors to peacekeeping missions for special assignments, audit support and quality assurance.

570. An amount of $23,700 is proposed for travel to participate in seminars/conferences/workshops. As a result of the Organization's efforts to promote accountability and transparency in its internal affairs and in dealing with parties external to the Organization, the staff of the Investigations Division meets once a year at a conference organized by an external financial institution ($19,350). In addition, travel resources in the amount of $4,350 are proposed for the participation of staff from the Inspection and Evaluation Division in a conference organized by an external institution. This will facilitate outreach participation and substantive collaboration in the areas of inspection and evaluation of peacekeeping missions.

571. An amount of $425,500 is proposed for travel to undertake the following training activities: training provided by the Investigations Division in peacekeeping missions and regional offices to customize and enforce investigative techniques ($211,100); the resident auditors'/assistants' annual training conference at the Regional Service Centre in Entebbe ($161,400); and the organization of the annual training retreat in New York for the chief resident auditors of peacekeeping missions ($53,000).

	Cost estimates	*Variance*	
Facilities and infrastructure	$261.5	$86.9	49.8%

572. A provision of $261,500 is made to provide for the rental of office premises and common services costs of the Regional Investigations Office in Vienna ($166,000) and Nairobi ($6,500); the rental of office premises for the resident Auditors and Investigators located in the Regional Service Centre in Entebbe ($72,000); and the acquisition of office supplies ($17,000).

573. The higher requirements are attributable principally to the provision made for the rental of premises for the investigators and auditors located in Entebbe, whose costs were previously absorbed by the Regional Service Centre when only a few resident auditors were located in Entebbe.

	Cost estimates	*Variance*	
Communications	$132.0	–	–

574. An amount of $132,000 is proposed to provide for: requirements for commercial communications services associated with mobile devices ($40,600) and desktop phones ($20,200), estimated on the basis of standard rates derived from past expenditure trends and planned usage; and the acquisition of mobile office licences ($27,700) and specialized equipment ($10,000), such as smartphones and satellite phones, and videoconferencing charges ($33,500).

	Cost estimates	*Variance*	
Information technology	$575.2	$158.7	38.1%

575. An amount of $575,200 would cover requirements for: the maintenance and repair of information technology equipment based on standard service-level agreements established by OICT ($78,300); the support account share of central information technology infrastructure costs ($19,200) (information storage and backup, application hosting, departmental servers) derived from past expenditure patterns; the acquisition of new and replacement of obsolete standard information technology equipment ($13,000); the acquisition of non-standard information technology equipment for the Investigations Division ($56,000); the acquisition of hardware for the storage of forensic investigation evidence ($27,500); the acquisition of additional functionality in the case management system ($161,200) for the Investigations Division, which will be the final requirements for the implementation of the system; software licences and fees for the auto audit software ($20,000); and the support account share of the cost of the acquisition of an audit management and recommendations tracking system ($200,000) in the Internal Audit Division. With regard to the latter, this system would replace the current OIOS recommendations tracking system to enable the Internal Audit Division to implement a web-based tracking system that would significantly improve the current recommendations monitoring process. In particular, the system would allow clients to: (a) gain access to their recommendations at any time or location; (b) operate on only one central repository of recommendations; and (c) provide updates at their convenience online. The total cost of the system is estimated at $400,000, of which 50 per cent is proposed under the support account and 50 per cent is included under the regular budget. The higher requirements are attributable to the acquisition of this new audit management and recommendations tracking system.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$198.3	($27.6)	(12.2%)

576. The amount of $198,300 is proposed to provide for the following services: vendor background checks, DNA tests and subscriptions to various audit publications and an international publications search engine ($77,300); office charges, such as library purchase and postage services for the Investigations Division ($4,500); training fees and materials ($26,500); and transcription services for the Investigations Division ($90,000).

F. Executive Office of the Secretary-General

(a) Results-based-budgeting framework

577. The organization and functions of the Executive Office of the Secretary-General are outlined in Secretary-General's bulletin ST/SGB/1998/18. The Executive Office, headed by the Chef de Cabinet, assists the Secretary-General in the exercise of his responsibilities and, similarly, assists the Deputy Secretary-General in the exercise of the responsibilities assigned to that Office.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 95 per cent of reports to the Security Council and General Assembly and other bodies on peacekeeping issues submitted by the due date (reports to the Security Council 2012/13: 94 per cent; 2013/14: 95 per cent; 2014/15: 95 per cent; reports to the General Assembly 2012/13: 93 per cent; 2013/14: 95 per cent; 2014/15: 95 per cent) 1.2 All documents (e.g., reports, talking points, statements, letters and speeches) are reviewed and returned to the lead department within a maximum of 4 days

Outputs

- Provision of advice for approximately 125 reports of the Secretary-General to the Security Council and General Assembly on peacekeeping issues
- Provision of advice for approximately 1,600 talking points, including the preparation of 12 presentations by the Secretary-General to the Security Council
- Provision of advice for 225 letters related to peacekeeping matters from the Secretary-General to the Security Council, the General Assembly, other intergovernmental bodies, troop-contributing countries and other key interlocutors on peacekeeping issues

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Provision of 50 notes from the Secretary-General or senior officials of the Executive Office of the Secretary-General to DPKO

Outputs

- Comments and guidance to peacekeeping missions, DPKO and DFS on the Secretary-General's reports on peacekeeping missions provided within 5 days
- Advice in the preparation and subsequent revision of reports on peacekeeping issues to be submitted to the Security Council, the General Assembly and other intergovernmental bodies provided within 5 days

External factors

- Documentation for review is submitted to the Executive Office of the Secretary-General on a timely basis
- Advice from intergovernmental bodies on peacekeeping issues is requested

(b) Human resources requirements

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New post/positions proposed*	*Total proposed 2014/15*	*Change*
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	1	–	–	–	1	–
P-5	2	–	–	–	2	–
P-4	–	–	–	–	–	–
P-3	–	–	–	–	–	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**3**	**–**	**–**	**–**	**3**	**–**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	2	–	–	–	2	–
Subtotal	**2**	**–**	**–**	**–**	**2**	**–**
Total	**5**	**–**	**–**	**–**	**5**	**–**

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2012/13)	*Apportionment (2013/14)*	*Cost estimates (2014/15)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	980.2	931.9	925.7	(6.2)	(0.7)
II. Non-post resources					
General temporary assistance	120.3	101.2	100.6	(0.6)	(0.6)
Facilities and infrastructure	2.5	2.5	2.5	–	–
Communications	8.4	11.0	10.6	(0.4)	(3.6)
Information technology	11.9	13.0	14.8	1.8	13.8
Other supplies, services and equipment	1.0	4.4	4.6	0.2	4.5
Subtotal, II	**144.1**	**132.1**	**133.1**	**1.0**	**0.8**
Total	**1 124.3**	**1 064.0**	**1 058.8**	**(5.2)**	**(0.5)**

(d) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$925.7	($6.2)	(0.7%)

578. The provision would cover the salaries, common staff costs and staff assessments for the five posts.

	Cost estimates	Variance	
General temporary assistance	$100.6	($0.6)	(0.6%)

579. The provision is made for six person-months at the General Service (OL) level to support the Executive Office during peak workload periods and for six person-months at the General Service level (OL) for sick/maternity leave replacement.

	Cost estimates	Variance	
Facilities and infrastructure	$2.5	–	–

580. An amount of $2,500 is proposed for office supplies for the five posts.

	Cost estimates	Variance	
Communications	$10.6	($0.4)	(3.6%)

581. An amount of $10,600 is proposed for commercial communications services associated with mobile devices ($7,200) and desktop phones ($2,000), estimated on the basis of standard rates derived from past expenditure trends and planned usage, as well as costs associated with the provision of mobile office licences for two staff members ($1,400).

	Cost estimates	Variance	
Information technology	$14.8	$1.8	13.8%

582. An amount of $14,800 is proposed for the maintenance and repair of information technology equipment, based on the standard service-level agreements established by OICT ($7,500), the support account share ($4,800) of central information technology infrastructure costs (information storage and backup, application hosting, departmental servers and other services) as derived from past expenditure patterns, and the replacement of standard equipment ($2,500).

	Cost estimates	Variance	
Other supplies, services and equipment	$4.6	$0.2	4.5%

583. An amount of $4,600 is proposed to provide for the rental of printers and copiers and for subscriptions to magazines related to peacekeeping.

G. Administration of justice

1. Cost-sharing arrangement

Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2012/13)	Apportionment (2013/14)	Cost estimates (2014/15)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	–	–	–	–	–
II. Non-post resources					
Other supplies, services and equipment	3 321.8	3 113.1	3 025.0	(88.1)	(2.8)
Subtotal II	**3 321.8**	**3 113.1**	**3 025.0**	**(88.1)**	**(2.8)**
Total	**3 321.8**	**3 113.1**	**3 025.0**	**(88.1)**	**(2.8)**

584. Pursuant to General Assembly resolutions 68/254 and 67/241 on the financial implications of administration of justice at the United Nations, the net amount of $3,025,000 represents the share of costs to be funded from the support account for peacekeeping operations in accordance with General Assembly resolution 62/228. The cost of the following elements of administration of justice would be shared: the Office of Administration of Justice, which includes the Office of Staff Legal Assistance and the Office of the United Nations Ombudsman and Mediation Services, and the costs for interpretation, meetings servicing and translation. For the purpose of transparency and to reflect the support account-funded staffing element of the administration of justice, the resource requirements funded from the support account for the Office of Staff Legal Assistance and the Office of the United Nations Ombudsman and Mediation Services are included in sections 2 and 3 below. The costs for the backstopping of peacekeeping operations of the Office of the United Nations Ombudsman and Mediation Services and the Office of Staff Legal Assistance, which are funded from the support account and presented in the proposals set out below, are deducted from the overall share approved for the administration of justice to be funded from the support account.

585. The lower requirements are attributable mainly to the increased proposed requirements for the Office of Staff Legal Assistance funded from the support account, as a result of a proposed additional general temporary assistance position.

Net amount of support account share of the costs for the administration of justice for 2014/15

Total support account for peacekeeping operations share	5 191.8
Less: Office of the United Nations Ombudsman and Mediation Services[a]	1 928.8
Less: Office of Staff Legal Assistance[a]	238.0
Net amount of support account share for the administration of justice	**3 025.0**

[a] Based on the 2014/15 budget proposal.

2. Office of Staff Legal Assistance

(a) Results-based-budgeting framework

586. The mandate of the Office of Staff Legal Assistance, which is part of the Office of Administration of Justice, was established by the General Assembly in its resolution 62/228. The functions of the Office are set out in the Secretary-General's Bulletin on the organization of the Office of Administration of Justice (ST/SGB/2010/3).

587. Since its inception, the Office has dealt with 3,439 cases through formal and informal channels. Of this number, 897 have been from peacekeeping missions, which represent 26 per cent of the Office's overall caseload since 2009. Approximately 20,000 staff members from peacekeeping missions have had access to the United Nations internal justice system since June 2012.

588. Staff members serving in peacekeeping missions rely more on the Office for legal advice and representation than other United Nations staff members, as their options for obtaining legal advice are more limited, and field missions are often located in post-conflict areas with relatively weak rule-of-law institutions and few practising lawyers who could be consulted. Moreover, human resources colleagues working in missions may not be in a position to provide independent advice where workplace disputes are already present. If the Office cannot service this group of staff members owing to competing demands for its services by other staff members, access-to-justice issues are raised.

589. Since its establishment in July 2009, the Office has settled 282 cases, 57 of which have been from peacekeeping missions. The cases were settled at different stages, including before formal recourse bodies, such as the Management Evaluation Unit, the United Nations Dispute Tribunal and the Office of Human Resources Management Disciplinary Units. The Office's Legal Officers were able to negotiate agreed outcomes with the administration and management in what might otherwise have become formal cases. Settlement negotiations require considerable time, patience and skill. Experience shows a growing tendency to engage in settlement discussions, which is a positive sign of the maturation of the internal justice system and the trust and professionalism that officers have with respect to their interlocutors. In peacekeeping missions, where there is often considerable pressure to ensure operational deliverables, the need to resolve workplace conflicts in a timely manner to avoid the inefficient use of resources is a key concern. Timely access to legal advice for peacekeeping staff through the Office is an important aspect of ensuring the efficiency of the internal justice and dispute resolution process.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Reports of statistics and other information, including any systemic issues identified, submitted on due dates

Outputs

- Provision of updated statistics and other information with respect to administration of justice issues in peacekeeping missions for inclusion in annual reports of the Secretary-General to the General Assembly on administration of justice at the United Nations and activity reports of the Office of Administration of Justice

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Timely provision of legal advice and, as required, representation of staff by the Office of Staff Legal Assistance enable workplace conflicts to be addressed early and resolved as quickly as possible
	3.2 Increase in the percentage of peacekeeping cases represented by the Office of Staff Legal Assistance (2012/13: 51 per cent of cases filed by peacekeeping missions were represented by the Office of Staff Legal Assistance; 2013/14: 60 per cent of cases filed by peacekeeping missions expected to be represented by the Office of Staff Legal Assistance; 2014/15: 70 per cent of cases filed by peacekeeping missions expected to be represented by the Office of Staff Legal Assistance)
	3.3 Increase in the percentage of cases related to peacekeeping resolved informally (2012/13: 19 per cent of cases resolved informally related to peacekeeping operations; 2013/14: 20 per cent of cases resolved informally related to peacekeeping operations; 2014/15: 30 per cent of cases resolved informally related to peacekeeping operations)

Outputs

- Provision of full services including legal advice and, as required, representation in 400 peacekeeping-related cases by 2 designated Office of Staff Legal Assistance Legal Officers
- Visits to 4 peacekeeping missions to meet with staff members, staff associations, administration officials and legal representatives for the administration, to impart knowledge of the United Nations system of internal justice and duties and responsibilities under the staff rules, to manage expectations through the provision of timely legal advice, to facilitate good relations and development of professional trust, and to encourage and facilitate informal dispute resolution
- Informal resolution of 25 per cent of peacekeeping-related cases

External factors

Security situation in peacekeeping operations will not impact plans for outreach missions

(b) Human resources requirements

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2014/15*	*Change*
General temporary assistance positions						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	–	–	–	–	–	–
P-3	1	–	–	1	2	1
P-2/P-1	–	–	–	–	–	–
Subtotal	**1**	**–**	**–**	**1**	**2**	**1**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	–	–	–	–	–	–
Subtotal	**–**	**–**	**–**	**–**	**–**	**–**
Total	**1**	**–**	**–**	**1**	**2**	**1**

(c) Justification of general temporary assistance positions

Legal Officer (1 P-3, new)

Legal Officer (1 P-3, continuation)

590. The Office of Staff Legal Assistance was established within the Office of Administration of Justice as at 1 July 2009, pursuant to General Assembly resolution 62/228. The mandate of the Office is to provide legal advice and representation to staff, former staff and the affected dependant of a former staff member in pursuing employment-related grievances and disciplinary matters in the United Nations internal justice system.

591. The approved staffing establishment of the Office of Staff Legal Assistance includes one general temporary assistance position (1 P-3) funded from the support account.

592. Since its inception, the Office has dealt with 3,439 cases through formal and informal channels. Of that number, 897 cases were from peacekeeping missions, which represent 26 per cent of the Office's overall caseload since 2009. In 2012 alone, peacekeeping-related cases represented 34 per cent of the overall caseload. Peacekeeping staff members constitute the single largest client group that uses the Office's services. In addition, of the 897 peacekeeping-related cases, 417 were formal cases before various formal United Nations recourse bodies (the Management Evaluation Unit, the United Nations Dispute Tribunal and the United Nations

Appeals Tribunal). Formal cases take a substantial amount of time, as they require the conduct of legal research, the interviewing of clients and potential witnesses, and the preparation of written submissions within tight statutory deadlines.

593. There was a considerable (45 per cent) increase in the peacekeeping caseload from 263 cases in 2010/11 to 476 in 2012/13, and it is not expected to decline. On the contrary, with new missions being established while others are drawing down, it is anticipated that the demand for the service of the Office of Staff Legal Assistance will increase.

594. Timely access to legal advice for staff members through the Office of Staff Legal Assistance is key to maximizing the possibility of informal dispute resolution within the United Nations internal justice system. Without early intervention and timely communication and assessment of its merits, a case may require an inordinate amount of time to deal with or may become a formal case, which can be costly to the Organization. With no presence in peacekeeping missions, all contact with staff members from the field would be made by telephone or e-mail. Similarly, efforts to resolve a case with field mission management are made by telephone and e-mail, which adds to the amount of time required and raises issues related to ensuring clear and confidential communications, working around time differences, and translation. Without appropriate human resources in the Office of Staff Legal Assistance, it is extremely challenging to provide legal advice and support to staff members in field missions and there is a risk that requests for legal advice from such staff will not be addressed in a timely manner.

595. In this context, it is proposed that one additional general temporary assistance position of Legal Officer (P-3) be funded from the support account to help to address the increasing caseload from peacekeeping missions. It is proposed that the Legal Officer (P-3) be located in the Regional Service Centre in Entebbe, which consolidates administrative and support functions from geographically grouped field missions in East Africa, making it an ideal location for the branch Office of Staff Legal Assistance in Africa. Both the Office of the United Nations Ombudsman and Mediation Services and OIOS have a presence in Entebbe.

596. The Legal Officer (P-3) in Entebbe would be responsible for advising clients from peacekeeping missions on issues relating to appeals against administrative decisions and disciplinary matters. As necessary, the incumbent would represent staff members before the Management Evaluation Unit, the United Nations Dispute Tribunal and the United Nations Appeals Tribunal. He or she would prepare written and oral submissions to those recourse bodies and ensure that they meet procedural requirements. The incumbent would conduct legal research and provide detailed analysis of cases and jurisprudence and identify cases amenable to informal resolution, such as third-party conciliation, mediation or direct negotiation. He or she would also keep and provide statistics on the numbers and types of cases from staff members in peacekeeping missions, in order to identify any systemic issues and to contribute to the Secretary-General's report on administration of justice in the United Nations and activity reports of the Office of Administration of Justice.

597. The existing general temporary position of Legal Officer (P-3) funded from the support account is a tremendous help in addressing the workload generated by peacekeeping missions. It facilitates the finding of timely solutions to workplace grievances and, in some instances, has prevented disputes from escalating. The Legal Officer (P-3) is based in the Nairobi Office. The United Nations Dispute

Tribunal also has a permanent presence in Nairobi. Given the increasing caseload from field mission staff members, it is proposed that one general temporary assistance position of Legal Officer (P-3) be continued at the Nairobi Office.

598. The Legal Officer (P-3) would continue to provide designated support to peacekeeping mission staff. Since June 2011, the incumbent has handled 298 cases. He or she would be responsible for advising clients on issues relating to appeals against administrative decisions and the imposition of disciplinary measures. As necessary, the incumbent would continue to represent staff members before the Management Evaluation Unit, the United Nations Dispute Tribunal and the United Nations Appeals Tribunal. He or she would continue to prepare written and oral submissions to those recourse bodies and ensure that they meet procedural requirements. He or she would also conduct legal research and provide detailed analysis of cases and jurisprudence and identify cases amenable to informal resolution, such as third-party conciliation, mediation or direct negotiation. In addition, the Legal Officer would continue to keep and provide statistics on the numbers and types of cases from staff members in peacekeeping missions, in order to identify any systemic issues and to contribute to the report of the Secretary-General on the administration of justice in the United Nations and activity reports of the Office of Administration of Justice.

(d) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2012/13)* *(1)*	*Apportionment (2013/14)* *(2)*	*Cost estimates (2014/15)* *(3)*	*Variance* *Amount* *(4)=(3)-(2)*	*Variance* *Percentage* *(5)=(4)÷(2)*
I. Post resources	–	–	–	–	–
II. Non-post resources					
General temporary assistance	111.0	147.3	224.2	76.9	52.2
Official travel	–	–	10.8	10.8	–
Facilities and infrastructure	–	0.5	1.0	0.5	100.0
Communications	–	1.8	1.3	(0.5)	(27.8)
Information technology	–	1.5	0.7	(0.8)	(53.3)
Subtotal, II	**111.0**	**151.1**	**238.0**	**86.9**	**57.5**
Total	**111.0**	**151.1**	**238.0**	**86.9**	**57.5**

(e) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
General temporary assistance	$224.2	$76.9	52.2%

599. The provision would cover the salaries, common staff costs and staff assessments for two general temporary assistance positions. The higher requirements are attributable to the proposed additional general temporary assistance position, offset in part by the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14.

	Cost estimates	Variance	
Official travel	$10.8	$10.8	–

600. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	10 800	Visits to 4 peacekeeping missions to meet with staff members, staff associations, administration officials and legal representatives for the administration, to impart knowledge of the United Nations system of internal justice and duties and responsibilities under the staff rules, to manage expectations through the provision of timely legal advice, to facilitate good relations and development of professional trust, and to encourage and facilitate informal dispute resolution
Total	**10 800**	

601. An amount of $10,800 is proposed for outreach visits to four peacekeeping missions.

	Cost estimates	Variance	
Facilities and infrastructure	$1.0	$0.5	100.0%

602. An amount of $1,000 is proposed for office supplies for two temporary positions.

	Cost estimates	Variance	
Communications	$1.3	($0.5)	(27.8%)

603. An amount of $1,300 is proposed to provide for charges for desktop phones estimated on the basis of standard rates derived from past expenditure trends.

	Cost estimates	Variance	
Information technology	$0.7	($0.8)	(53.3%)

604. An amount of $700 is proposed to provide for charges for the acquisition and replacement of equipment derived from past expenditure trends.

3. Office of the United Nations Ombudsman and Mediation Services

(a) Results-based-budgeting framework

605. The Office of the United Nations Ombudsman and Mediation Services was established pursuant to General Assembly resolutions 55/258 and 56/253. By its resolution 62/228, the General Assembly strengthened the capacity of the Office by creating: (a) a single, integrated and geographically decentralized Ombudsman structure which serves the Secretariat, funds and programmes and the Office of the United Nations High Commissioner for Refugees; (b) a Mediation Service; and (c) regional branches. The current terms of reference as contained in Secretary-

General's bulletin ST/SGB/2002/12 are undergoing revision to reflect the changed structure of the Office.

606. As a first step in resolving workplace concerns, the Office will continue to provide the full range of informal dispute resolution services in peacekeeping missions; identify systemic issues for organizational improvement; and enhance conflict competence among staff and managers through outreach and awareness-raising measures. Through this concerted approach to conflict prevention and resolution, the Office will contribute to greater output and productivity in the workplace.

607. During the 2012/13 financial period, the Office received 620 cases from staff in peacekeeping missions, which represented 160 more cases than the number projected for the period. This trend is indicative of continued high use of the informal system by staff and managers. At the same time, the types of cases that the Office is called upon to address often encompass multiple issues, requiring more intensive use of limited resources.

608. The regional branches based in Entebbe and Kinshasa, complemented by ombudsmen and mediators who are on call, as well as regular and ad hoc visits to other peacekeeping missions, are essential to the Office's ability to respond in a timely manner to conflict. However, owing to the increased demand for informal resolution, challenges remain in terms of providing equal and timely access to services across the population covered.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Informal conflict resolution services provided to 3 per cent of eligible staff in peacekeeping operations

Outputs

- Provision of full services in at least 500 ombudsman and mediation cases, including through ombudsmen and mediators who are on call
- Cross-cutting tracking and analysis of 500 cases to identify contributing factors to conflict and systemic issues for regular upward feedback with a view to organizational improvement
- Provision of an annual report to the General Assembly that includes information on systemic issues
- 11 regular and ad hoc visits to peacekeeping operations to provide on-site conflict resolution services and to enhance conflict competence though outreach and awareness
- 8 visits to provide services within the mission area by the Regional Ombudsman in Kinshasa (MONUSCO)
- 8 visits to provide services within the mission area by the Regional Ombudsman in Entebbe (UNMISS, UNAMID, UNISFA)
- Outreach and awareness-raising activities to enhance conflict competence through videoconferencing; bimonthly updates to the Office's website; production and distribution of electronic and print informational materials (2,000 brochures, 300 folders and 200 posters); and 40 presentations/workshops for staff and managers

External factors

Security situation in peacekeeping operations may impact plans for visits and delivery of service

(b) Human resources requirements

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2014/15*	*Change*
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	3	–	–	–	3	–
P-4	–	–	1	–	1	1
P-3	2	–	–	–	2	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**5**	**–**	**1**	**–**	**6**	**–**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	–	–	1	–	1	1
Field Service	2	–	–	–	2	–
Subtotal	**2**	**–**	**1**	**–**	**3**	**2**
Total	**7**	**–**	**2**	**–**	**9**	**1**
General temporary assistance positions						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	1	–	(1)	–	–	(1)
P-3	–	–	–	–	–	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**1**	**–**	**(1)**	**–**	**–**	**(1)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	(1)	–	–	(1)
Subtotal	**1**	**–**	**(1)**	**–**	**–**	**(2)**
Total	**2**	**–**	**(2)**	**–**	**–**	**(2)**
Total posts and positions	**9**	**–**	**–**	**–**	**9**	**–**

(c) Justification of posts

Headquarters

Conversion of two general temporary assistance positions (1 Case Officer (P-4) and 1 Administrative Assistant (GS (OL))) to posts

609. The approved staffing establishment of the Office of the United Nations Ombudsman and Mediation Services comprises seven posts (3 P-5, 2 P-3 and 2 FS) and two general temporary assistance positions (1 P-4 and 1 GS (OL)), funded from the support account. These two temporary positions have been approved by the General Assembly since 1 July 2010.

610. The peacekeeping caseload of the United Nations Ombudsman and Mediation Services has increased considerably since 2009/10, from 401 cases to 606 in 2010/11, 628 in 2011/12 and 620 in 2012/13. It is expected that at least 500 cases will be received during the 2014/15 period. The need for a dedicated capacity in the Office at Headquarters to handle cases originating from peacekeeping personnel other than those covered by the regional ombudsman branches in Kinshasa and Entebbe is not likely to subside, and it is therefore proposed that the two general temporary assistance positions of Case Officer (P-4) and Administrative Assistant (GS (OL)) handling peacekeeping cases be converted to posts, as their functions are of a continuous nature.

611. The Case Officer (P-4) would service cases originating from MINURSO, MINUSTAH, UNDOF, UNMIK, UNMIL, UNOCI, UNFICYP, UNIFIL, UNSOA and the Global Service Centre. These missions employ over 7,000 staff who are not served by the regional ombudsmen. In addition, the Case Officer would support the Office in the management of operations between Headquarters and the regional branches, which involves the processing of and follow-up on cases from peacekeeping missions in conformity with the operating procedures of the Office. The Case Officer would identify lessons learned, contribute to the sharing of best practices and assist in the identification and analysis of cross-cutting issues, as well as serve as secretary for the forum on systemic issues. The incumbent would also assist the Senior Conflict Resolution System Officer (P-5) in handling queries, consultations and requests for comments from other components of the administration of justice system relating to peacekeeping field cases, and act as a conduit between the regional branches and counterparts in the administration at Headquarters. The incumbent would continue to assist in the finalization of consistent case-handling procedures for all peacekeeping cases and perform other tasks related to the delivery of conflict resolution services to staff in peacekeeping missions.

612. The Administrative Assistant (GS (OL)) would provide the necessary administrative support to the Office given the sustained increase in caseload. The incumbent would perform the following functions: receive and process requests for appointments; carry out basic research; organize videoconferences and relevant briefing materials for outreach and consultation with the regional branches and peacekeeping missions; provide background information; and support office operations relating to field cases from MINURSO, MINUSTAH, UNDOF, UNMIK, UNMIL, UNOCI, UNFICYP, UNSOA and UNIFIL. The incumbent would also assist in preparing case files and provide support in the administration of the overall work related to case management.

(d) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2012/13)	Apportionment (2013/14)	Cost estimates (2014/15)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	1 275.8	1 212.9	1 626.6	413.7	34.1
II. Non-post resources					
General temporary assistance	364.8	305.3	–	(305.3)	(100.0)
Consultants	52.1	70.0	70.0	–	–
Official travel	134.5	140.9	167.0	26.1	18.5
Communications	9.6	9.6	7.2	(2.4)	(25.0)
Information technology	7.5	7.5	5.2	(2.3)	(30.7)
Other supplies, services and equipment	14.7	52.5	52.8	0.3	0.6
Subtotal, II	**583.2**	**585.8**	**302.2**	**(283.6)**	**(48.4)**
Total	**1 859.0**	**1 798.7**	**1 928.8**	**130.1**	**7.2**

(e) Analysis of financial resource requirements

	Cost estimates	Variance	
Posts	$1 626.6	$413.7	34.1%

613. The provision would cover the salaries, common staff costs and staff assessments for nine posts. The increase in requirements results from the proposed conversion to posts of two general temporary assistance positions, offset in part by the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14.

	Cost estimates	Variance	
General temporary assistance	–	($305.3)	(100.0%)

614. No resources will be needed, as it is proposed that the two general temporary assistance positions be converted to posts.

	Cost estimates	Variance	
Consultants	$70.0	–	–

615. The consultancy requirements are as follows:

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
Provision of on-call ombudsman and mediation services	12	70 000	Provision of full services in at least 500 ombudsmen and mediation cases, including through on-call ombudsmen and mediators
Total		**70 000**	

616. An amount of $70,000 is proposed for the recruitment of a consultant with technical expertise for 12 person-months to continue providing on-call mediation services to peacekeeping personnel. On the basis of the number of approaches by peacekeeping personnel during the past two years, the Office estimates that it will be called upon to respond with in-person intervention in at least five high-risk situations in peacekeeping missions during the 2014/15 period. The complexity of ombudsman and mediation interventions requires an on-call ombudsman/mediator to conduct the conflict resolution process, from obtaining agreements to mediating the conclusion and implementing a settlement agreement.

	Cost estimates	*Variance*	
Official travel	$167.0	$26.1	18.5%

617. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessments/ consultation	138 000	11 regular and ad hoc visits to peacekeeping operations that are not covered by the regional ombudsmen to provide on-site conflict resolution services and to enhance conflict competence though outreach and awareness 8 visits to provide services within the mission area by the Regional Ombudsman in Kinshasa (MONUSCO) 8 visits to provide services within the mission area by the Regional Ombudsman in Entebbe (UNMISS, UNAMID, UNISFA)
Training	29 000	Provision of full services in at least 500 ombudsmen and mediation cases, including through on-call ombudsmen and mediators
Total	**167 000**	

618. An amount of $138,000 is proposed for official travel for the purpose of providing regional on-site conflict resolution services to peacekeeping personnel and enhancing conflict competence through outreach and awareness initiatives in UNLB, MINURSO, UNFICYP, UNIFIL, UNDOF, UNMIL, UNOCI, MINUSTAH, UNISFA, UMAMID, UNMISS and MONUSCO and other peacekeeping operations on an ad hoc basis.

619. An amount of $29,000 is proposed in connection with the following training activities: (a) attendance of the Chiefs of the Entebbe and MONUSCO Regional Ombudsman Branches at an advanced training programme in New York where the ombudsman associations that provide specialized training for organizational ombudsmen are available ($11,500); (b) attendance of the Entebbe and MONUSCO Regional Branch ombudsmen at a training programme in Nairobi related to the upgrading of skills for ombudsmen and mediators in informal conflict resolution and mediation ($11,100); and (c) ombudsman skills training within the United States of America of three staff members at Headquarters for the handling of peacekeeping cases ($6,400).

620. The higher requirements are attributable to: (a) the rising demand for informal conflict resolution services in regions outside Headquarters that do not have easy access to a regional branch given the emphasis placed by the General Assembly on the importance of informal resolution services as a first step in addressing workplace concerns; and (b) the general increase in air ticket costs.

	Cost estimates	*Variance*	
Communications	$7.2	($2.4)	(25.0%)

621. An amount of $7,200 is proposed for commercial communications services associated with mobile devices ($2,400) and desktop phones ($1,200), estimated on the basis of standard rates derived from past expenditure trends and planned use, as well as costs associated with the provision of videoconferencing for ombudsmen branch offices ($3,600).

622. The lower requirements are attributable to efforts made to reduce mobile phone user charges.

	Cost estimates	*Variance*	
Information technology	$5.2	($2.3)	(30.7%)

623. An amount of $5,200 is proposed for the maintenance and repair of information technology equipment, based on the standard service-level agreements established by OICT ($4,500), and standard replacement of equipment ($700).

624. The lower requirements are attributable to a provision made in 2013/14 for the replacement of a network printer, which will not be required in 2014/15.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$52.8	$0.3	0.6%

625. An amount of $52,800 is proposed for the rental of office and conference rooms, furniture and equipment for the three ombudsmen of the regional branch located in the Regional Service Centre in Entebbe ($12,000); the cost of website and case database maintenance ($22,900); the production of posters, brochures and folders ($8,400); and training fees related to the upgrading of substantive skills ($9,500).

H. Ethics Office

(a) Results-based-budgeting framework

626. The mandate of the Ethics Office was established by the General Assembly in its resolution 60/254. The functions of the Office are set out in the Secretary-General's bulletin on the organization of the Ethics Office (ST/SGB/2005/22).

627. The Ethics Office will continue to fulfil its role of promoting and sustaining an ethical organizational culture of integrity, accountability and transparency and thereby enhance trust in, and the credibility of, the United Nations. Through its five mandated activities, the Ethics Office will provide confidential ethics advisory services, administer protection against retaliation and financial disclosure policies, design and deliver ethics training, and provide functional leadership in the area of organizational ethics to the United Nations funds, programmes and specialized agencies.

628. The Office will continue to aim for full compliance with the Financial Disclosure Programme and provide ethics advice to field-based staff members, including by undertaking visits to field missions.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Enhanced ethical awareness, as reflected by the consistent number of requests for ethics advice/guidance (2012/13: 73 inquiries; 2013/14: 85; 2014/15: 85)
	3.2 Full compliance with the financial disclosure programme (2012/13: 99.9 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)
	3.3 All requests for protection against retaliation are evaluated within 14 days (2012/13: 100 percent; 2013/14: 100 per cent; 2014/15: 100 per cent)

Outputs

- Response to 85 inquiries from field missions
- Administration of approximately 1,650 financial disclosure filings or declarations of interest from peacekeeping personnel
- Four outreach visits to peacekeeping missions (UNMISS, MINUSMA, MINUSTAH and MONUSCO) and conduct of 20 outreach and briefing sessions
- Development of 1 e-learning module on ethics topics aimed at peacekeeping mission staff with supervisory responsibility and 1 specialized in-person ethics education module
- Deployment of a leadership dialogue training project in field missions

External factors

Staff avail themselves of the services provided by the Office; timely receipt of submissions of financial disclosure statements from staff; all necessary documentation when seeking protection against retaliation; the security situation in peacekeeping missions will allow visits

(b) Human resources requirements

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2014/15*	*Change*
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	–	–	–	1	1	1
P-4	–	–	–	–	–	–
P-3	1	–	–	–	1	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**1**	**–**	**–**	**1**	**2**	**1**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	–	–	1	–	1	1
Subtotal	**–**	**–**	**1**	**–**	**1**	**1**
Total	**1**	**–**	**1**	**1**	**3**	**2**
General temporary assistance positions						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	–	–	–	–	–	–
P-3	–	–	–	–	–	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**–**	**–**	**–**	**–**	**–**	**–**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	(1)	–	–	(1)
Subtotal	**1**	**–**	**(1)**	**–**	**–**	**(1)**
Total	**1**	**–**	**(1)**	**–**	**–**	**(1)**
Total posts and positions	**2**	**–**	**–**	**1**	**3**	**1**

(c) Justification of post

Establishment of one new post (1 P-5 Senior Ethics Officer)

629. As part of its mandate, the Ethics Office provides confidential and independent advice to the Procurement Division of the Office of Central Support Services in the areas of procurement ethics and corporate compliance. The Procurement Division initially was requesting independent ethics reviews of several companies which sought reinstatement to the United Nations Global Marketplace, as well as of sanctioned vendors in backlog related to the Oil-for-Food programme. Over the past three years, the need for dedicated, independent procurement ethics services has grown to cover third-party risks related to the use of vendors and the increasing reliance on implementing partners. Both groups are key participants in the multi-stakeholder initiatives envisioned in the Secretary-General's key priorities. The nature of the advice requested by the Procurement Division has increased significantly in depth and breadth, in particular in relation to peacekeeping operations, for which the Ethics Office has provided advice on contracts worth close to $1 billion and has reviewed the corporate compliance and anti-corruption programmes of over 30 vendors.

630. Owing to the workload, such support was made possible through the retention since July 2012 of a consultant who assists in addressing ethical and reputational risks posed to the Organization. The reviews of the corporate compliance and anti-corruption programmes of vendors are complex, requiring thorough knowledge of business conduct expectations within a number of Member States, familiarity with various political and legal regimens, United Nations conventions and treaties, and a capacity to successfully navigate potentially politically charged sensitivities. The work requires frequent and high-level interaction and consultations with senior-level staff of the Organization as well as with senior executives of current or potential vendors and their experts, business ethicists and counsel. It requires the provision of advanced expert ethics advice, based on a detailed knowledge of corporate compliance, business ethics and international anti-corruption conventions. The advice is sensitive to international political currents, as Member States have legitimate interests in knowing how the Organization evaluates vendors' and implementing partners' commitments to ethical business practices in the commercial and international organizational marketplaces.

631. The work must to be performed in high confidence, owing to the extremely sensitive nature of the issues addressed, and lapses in confidentiality could have severe adverse consequences on the viability and fairness of large and complex tenders issued by the Organization. All of these increasingly complex issues require a sophisticated and nuanced approach that exceeds the expectations that the Organization normally has with respect to a consultant. It is therefore proposed that one post of Senior Ethics Officer (P-5) be established to support the Director in reviewing corporate ethics and compliance issues.

632. The Senior Ethics Officer (P-5) would perform the following functions: the conceptualization and implementation of a comprehensive vendor sanctioning and rehabilitation process; the review of selected vendors' anti-corruption and corporate compliance programmes to determine whether such programmes meet the United Nations requirements for reinstatement; the development and oversight of compliance monitoring agreements to ensure that selected vendors comply fully with the ethics and integrity expectations of the Organization; the provision of

advisory services in connection with the effectiveness of corporate compliance programmes of potential and current vendors; the review and verification of credentials of independent experts retained by sanctioned vendors in order to implement "best practice" anti-corruption programmes; the provision of confidential ethics advice related to organizational conflicts of interest that could impede the "best value" competitive selection of significant vendors; the review and assessment of ethical firewalls established by the United Nations and vendors to maintain independence; the conduct of briefings to potential vendors on the ethical expectations of the United Nations that highlight the unique status and nature of the Organization; and the development of accountability and transparency systems appropriate for partnership projects.

Conversion of one general temporary assistance position (Administrative Assistant (GS (OL))) to a post

633. The approved staffing establishment of the Ethics Office comprises one post (P-3) and one general temporary assistance position of Administrative Assistant (GS (OL)), funded from the support account.

634. As one of its core mandates, the Office administers the annual financial disclosure programme. The implementation of the programme, which involves approximately 4,559 participants, of whom 1,612, or 35 per cent, were peacekeeping-related personnel at the end of 2013, represents a heavy workload for the Office, which is involved in every aspect of its implementation (preparation and planning, review and verification, closure and reporting, voluntary public disclosure and technical requirements). The participation of peacekeeping personnel in the programme had risen from 603 in 2006 to 1,630 as of July 2013, representing an increase of 270 per cent, and has stretched the Office's resources, forcing it to curtail some of its other mandated activities, in particular in the areas of developing standards, raising awareness, education and training.

635. The general temporary assistance position of Administrative Assistant (GS (OL)) has been approved by the General Assembly since 1 July 2008 to support the administration of the financial disclosure programme. Given the fact that the programme is ongoing on an annual basis, and that the functions related to its administration are of a continuous nature, it is proposed that this temporary position be converted to a post.

(d) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2012/13) (1)	Apportionment (2013/14) (2)	Cost estimates (2014/15) (3)	Variance: Amount (4)=(3)-(2)	Variance: Percentage (5)=(4)÷(2)
I. Post resources	156.2	164.3	388.7	224.4	136.6
II. Non-post resources					
General temporary assistance	114.5	96.2	–	(96.2)	(100.0)
Consultants	744.5	962.0	485.9	(476.1)	(49.5)
Official travel	44.9	70.2	65.5	(4.7)	(6.7)
Facilities and infrastructure	1.2	1.0	1.5	0.5	50.0
Communications	2.8	3.6	1.7	(1.9)	(52.8)
Information technology	6.8	3.7	5.6	1.9	51.4
Other supplies, services and equipment	29.8	12.0	12.0	–	–
Subtotal, II	**944.5**	**1 148.7**	**572.2**	**(576.5)**	**(50.2)**
Total	**1 100.7**	**1 313.0**	**960.9**	**(352.1)**	**(26.8)**

(e) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$388.7	$224.4	136.6%

636. The provision would cover the salaries, common staff costs and staff assessments for three posts. The higher requirements result from the establishment of two new posts, offset in part by the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14.

	Cost estimates	*Variance*	
General temporary assistance	–	($96.2)	(100.0%)

637. The variance reflects the proposed conversion of one general temporary assistance position to a post.

	Cost estimates	*Variance*	
Consultants	$485.9	($476.1)	(49.5%)

638. The consultancy requirements are as follows:

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
Financial disclosure programme	12	410 900	Administration of approximately 1,650 financial disclosure filings or declarations of interest from peacekeeping personnel
E-learning module for field personnel		25 000	1 e-learning module on ethics topics aimed at peacekeeping mission staff with supervisory responsibility
Design ethics in-person training materials	3	25 000	1 specialized in-person ethics education module
Design materials for leadership dialogue training	3	25 000	Deployment of a leadership dialogue training project in field missions
Total		**485 900**	

639. An amount of $410,900 is proposed for the engagement of a consulting firm with technical expertise to continue the independent review of staff files in connection with the financial disclosure programme. It is expected that 1,650 peacekeeping staff will be required to participate in the financial disclosure programme in 2014/15. The provision is based on the expected unit price of $249 per statement per person, which is based on a quote from the external firm that would conduct the review of statements for the 2014/15 period.

640. An amount of $25,000 is proposed for the engagement of a consulting firm with technical expertise to develop an interactive e-learning module, in coordination with the Office of Human Resources Management, on ethics topics aimed at peacekeeping mission staff with supervisory responsibility.

641. An amount of $25,000 is proposed for the engagement of an individual to develop specialized ethics education materials for manager-led training in peacekeeping missions on such topics as preventing retaliation.

642. An amount of $25,000 is proposed for the engagement of an individual to develop materials for a new training programme on leadership dialogue. The purpose of the programme is to bring supervisors and supervisees together to discuss matters related to integrity. It would be a supervisor-led discussion type of training, and the programme guide book to be developed with the assistance of the consultant would provide managers with all the information needed to deliver the discussion.

643. The lower requirements are attributable mainly to: (a) the lower cost for the review of staff files in connection with the financial disclosure programme, as a result of the renegotiation of the contract, with the external consulting firm providing the service (from $405 per statement per person in the budget for 2013/14 to $249 in 2014/15); and (b) the fact that no provision is made for a consultant to review the corporate compliance of vendors as a result of the proposed establishment of a dedicated post to perform the same functions.

	Cost estimates	*Variance*	
Official travel	$65.5	($4.7)	(6.7%)

644. The official travel requirements are as follows:

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	65 500	Four outreach visits to peacekeeping missions (UNMISS, MINUSMA, MINUSTAH and MONUSCO)
Total	**65 500**	

645. An amount of $65,500 is proposed to undertake workshops in UNMISS, MINUSMA, MINUSTAH and MONUSCO to raise awareness about ethical issues and concerns facing peacekeeping operations, provide staff with in-person consultation opportunities, provide direct access to the United Nations Ethics Office, learn about ethics issues particular to specific missions, and address financial disclosure matters.

646. As the Ethics Office will integrate training activities into its outreach missions, no resources for travel for training are requested for 2014/15.

	Cost estimates	*Variance*	
Facilities and infrastructure	$1.5	0.5	50.0%

647. An amount of $1,500 is proposed for the acquisition of office supplies for two posts and one new general temporary assistance position.

	Cost estimates	*Variance*	
Communications	$1.7	($1.9)	(52.8%)

648. The amount of $1,700 is proposed for commercial communications services, based on past expenditure and planned usage.

649. The lower requirements are attributable to efforts made to reduce mobile phone user charges.

	Cost estimates	*Variance*	
Information technology	$5.6	$1.9	51.4%

650. An amount of $5,600 is proposed to provide for the maintenance and repair of information technology equipment, based on the standard service-level agreements established by OICT ($3,000), and the replacement of equipment ($2,600) for three posts.

651. The higher requirements are related to information technology equipment for the proposed new post.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$12.0	–	–

652. An amount of $12,000 would provide for the purchase of printing and publishing materials for the Office's publications and posters in support of peacekeeping missions.

I. Office of Legal Affairs

(a) Results-based-budgeting framework

653. The mandate of the Office of Legal Affairs was established by the General Assembly in its resolution 13 (I) as the central legal service for the Secretary-General, the Secretariat and United Nations organs. The functions of the Office of Legal Affairs are set out in the Secretary-General's bulletin on the organization of the Office of Legal Affairs (ST/SGB/2008/13).

654. The Office of Legal Affairs provides centralized legal support and assistance in order to protect the legal interests and minimize the legal liabilities of the United Nations. Legal support and assistance is provided in response to requests made by principal and subsidiary organs of the United Nations; offices and departments at Headquarters, including DPKO and DFS; offices away from Headquarters; the separately administered funds and programmes of the United Nations; and United Nations peacekeeping, political and humanitarian missions and operations.

655. Legal support and assistance provided by the Office in support of the Organization focuses on questions relating to international peace and security, the use of force, sanctions, investigations, accountability issues, commissions of inquiry, expert groups, privileges and immunities, relations with host countries and third-party liability. It also concerns questions related to public international law, including legal disputes, human rights, humanitarian law and international criminal law, including the formulation of statements of a legal nature for the Secretary-General. The Office provides legal assistance and advice on the myriad support functions relating to the Organization's peacekeeping activities and operations, including: arrangements with Governments, procurement activities and contracting for logistical requirements, the resolution of disputes and claims, the implementation and enhancement of the Organization's accountability measures, the interpretation and application of the Financial Regulations and Rules and the Staff Regulations and Rules of the United Nations for proper administration, and reforms thereof, and the defence of the interests of the Secretary-General and the Organization in the system for the administration of justice.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Liabilities arising out of peacekeeping operations and activities are minimized to the maximum extent practicable versus claims made against the Organization (2012/13: actual liability for claims arising out of peacekeeping operations was less than 47 per cent of the amounts originally claimed; 2013/14: less than 40 per cent of amounts originally claimed; 2014/15: less than 40 per cent of amounts originally claimed)
	3.2 Absence of instances arising out of peacekeeping operations in which, unless waived, the status and privileges and immunities of the United Nations are not maintained (2012/13: no instances; 2013/14: no instances; 2014/15: no instances)

Outputs

Provision of legal support and assistance in the form of legal opinions, advice, legal defence, communications, support and assistance to all peacekeeping missions and Headquarters on an as-needed and ongoing basis, regarding:

- 70 legislative aspects of peacekeeping missions, including their governance, and on the applicability of United Nations regulations and rules
- 250 institutional and operational arrangements (e.g., status-of-forces agreements, status-of-mission agreements and other similar agreements, as well as general questions of public international law, rules of engagement and measures to counter piracy), including negotiation, interpretation and implementation of agreements with Governments and international organizations concerning such arrangements
- 95 instances of cooperation with ad hoc international criminal tribunals and other tribunals of an international nature in connection with their activities arising from or relating to peacekeeping operations, as well as support for the establishment of truth and other commissions and boards of inquiry in the context of peacekeeping operations
- 25 aspects of investigations into allegations of widespread and systematic violations of humanitarian and human rights law
- 495 commercial aspects, including contracts and substantial procurement for supplies, logistical support, insurance, demining and similar operations, disposition of assets, and air and sea charter arrangements
- 25 instances of advice on claims with respect to contractual and real property disputes, as well as claims for property damage, personal injury and death, including claims arising from aircraft accidents or attacks on United Nations premises or officials
- 15 financial questions, including formation and interpretation of the financial regulations and rules, treasury operations and complex banking and custody arrangements for peacekeeping operations
- 2 arbitration or litigation instances or advisory services relating thereto, including representation of the Organization before arbitral, judicial and other quasi-judicial and administrative bodies
- 50 instances of maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and other administrative bodies
- 20 instances of advice related to accountability, including internal and external investigations, and the Organization's cooperation with the authorities of Member States within the framework of the Organization's privileges and immunities
- 175 instances of advice on personnel matters, including interpretation and application of the staff regulations and rules, issues relating to the rights and obligations of staff members, benefits and allowances
- 20 cases representing the Secretary-General before the United Nations Appeals Tribunal
- 240 instances of advice on matters and cases under the system for the administration of justice
- 50 legal aspects of security, including the promulgation and application of the Security Handbook

External factors

Member States will be supportive of peacekeeping operations through their legal systems; United Nations units involved in peacekeeping operations will seek legal advice in a timely manner, will provide sufficient information for a full legal analysis and will be guided by the advice rendered

(b) Human resources requirements

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2014/15*	*Change*
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	5	–	–	–	5	–
P-4	7	–	–	–	7	–
P-3	1	–	–	–	1	–
P-2/P-1	1	–	–	–	1	–
Subtotal	**14**	**–**	**–**	**–**	**14**	**–**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	2	–	–	–	2	–
Subtotal	**2**	**–**	**–**	**–**	**2**	**–**
Total	**16**	**–**	**–**	**–**	**16**	**–**
General temporary assistance positions						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	1	–	–	–	1	–
P-3	1	–	–	–	1	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**2**	**–**	**–**	**–**	**2**	**–**

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2014/15*	*Change*
General Service and related						
Principal level	–	–	–	–	–	–
Other level	–	–	–	–	–	–
Subtotal	–	–	–	–	–	–
Total	**2**	–	–	–	**2**	–
Total posts and positions	**18**	–	–	–	**18**	–

(c) Justification of general temporary assistance positions

General Legal Division

2 general temporary assistance positions of Legal Officer (1 P-4 and 1 P-3, continuation)

656. The approved staffing establishment of the General Legal Division comprises 11 continuing posts (4 P-5, 5 P-4, 1 P-3, 1 GS (OL)) and two general temporary assistance positions (1 P-4 and 1 P-3), funded from the support account.

657. The incumbents of the two general temporary assistance positions of Legal Officer (1 P-4 and 1 P-3) provide legal support and advice on cases arising under the system for the administration of justice and on matters concerning management issues and the administrative law of the United Nations, including interpretation and application of the Staff Regulations and Rules, the Financial Regulations and Rules and the Organization's administrative issuances. Ensuring that the General Legal Division has sufficient capacity to provide legal support and advice in these areas will avoid adverse long-term financial, legal and operational implications for the Organization as a whole, including its peacekeeping missions.

658. With the introduction of the administration of justice system on 1 July 2009, the responsibilities of the General Legal Division in the area of administration of justice and management have increased dramatically, as the Division has been required to provide legal advice to a broader range of clients on increasingly complex issues, which entail significant financial, legal and operational implications for and risks to the Organization. Moreover, the Division has been required to provide such legal support on an even more urgent basis because of the statutory deadlines imposed under the new system for the administration of justice. Such legal support generally pertains to: (a) pre-litigation cases; (b) cases at the Dispute Tribunal level; and (c) representation of the Organization before the Appeals Tribunal. These responsibilities are a continuing component of the new administration of justice system.

659. For example, with regard to pre-litigation advice on individual cases, approximately 77 per cent of the recommendations for the dismissal of staff members reviewed by the General Legal Division since 1 July 2009 related to staff members in peacekeeping operations. With regard to advice on individual cases at the Dispute Tribunal level, approximately 24 per cent of the advice provided by the

Division since 1 July 2009 to Secretariat entities representing the Organization before the Dispute Tribunal related to cases arising out of peacekeeping operations, and 16 per cent of the judgements issued by the Dispute Tribunal related to cases arising in peacekeeping missions. Finally, with regard to representation of the Organization before the Appeals Tribunal, approximately 18 per cent of the submissions filed by the General Legal Division since 1 July 2009 related to cases arising in peacekeeping missions.

660. In addition to providing advice on individual cases, the General Legal Division is responsible for reviewing, providing advice on and legally clearing every rule and administrative issuance relating to human resources management policy prior to its promulgation. The provision of carefully considered legal advice at the stage of formulating and implementing policy is essential to avoid problematic administrative decisions that give rise to staff grievances, a significant number of which, as indicated above, relate to cases arising in peacekeeping missions.

661. It is recalled that, since 1 July 2011, the General Assembly has made available two temporary assistance positions of Legal Officer (1 P-4 and 1 P-3), funded from the support account, to address the increased work requirements in this area. It is also noted that the General Assembly, in its resolution 67/287, agreed with the Advisory Committee on Administrative and Budgetary Questions that, pending the outcome of an interim independent assessment of the formal system of administration of justice, the conversion of the general temporary assistance positions should be considered in the light of the assessment. The Secretary-General submitted a proposal for such assessment to the General Assembly during the main part of its sixty-eighth session. The Assembly considered the proposal and requested the Secretary-General to submit a revised proposal to it at its sixty-ninth session. As the revised proposal has yet to be submitted to or approved by the Assembly, it is clear that the assessment would not be completed for at least two years.

662. Notwithstanding, it bears noting that the work of the General Legal Division in the area of administration of justice and legal support for management has always been a core function of the Office of Legal Affairs. It is not work of a temporary nature intended for additional support during peak workload periods. As indicated from the above summary, a significant percentage of the work of the General Legal Division relates to cases arising in peacekeeping missions, and this percentage has remained fairly constant since 2009. Owing to the continuing nature of such work, as well as the fact that it is and will continue to be a core component of the responsibility of the General Legal Division, the two general temporary assistance positions of Legal Officer (1 P-4 and 1 P-3) would normally be proposed for conversion to posts. However, in the light of General Assembly resolution 67/287, the present proposal is being made for the continuation of the two general temporary assistance positions.

(d) Financial resource requirements

(Thousands of United States dollars)

Category		*Expenditures (2012/13)*	*Apportionment (2013/14)*	*Cost estimates (2014/15)*	*Variance*	
					Amount	*Percentage*
		(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I.	Post resources	2 756.0	3 067.6	3 047.2	(20.4)	(0.7)
II.	Non-post resources					
	General temporary assistance	491.1	491.9	488.5	(3.4)	(0.7)
	Consultants	34.1	55.3	55.3	–	–
	Official travel	29.3	30.8	33.2	2.4	7.8
	Facilities and infrastructure	5.4	9.0	9.0	–	–
	Communications	30.4	60.5	27.4	(33.1)	(54.7)
	Information technology	95.3	91.7	82.4	(9.3)	(10.1)
	Other supplies, services and equipment	3.5	8.9	8.9	–	–
	Subtotal, II	**689.1**	**748.1**	**704.7**	**(43.4)**	**(5.8)**
	Total	**3 445.1**	**3 815.7**	**3 751.9**	**(63.8)**	**(1.7)**

(e) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$3 047.2	($20.4)	(0.7%)

663. The provision would cover the salaries, common staff costs and staff assessments for the 16 posts.

	Cost estimates	*Variance*	
General temporary assistance	$488.5	($3.4)	(0.7%)

664. The proposed requirements would provide for the proposed continuation of two general temporary assistance positions and the replacement of staff on maternity or sick leave (6 person-months for the Professional category).

	Cost estimates	*Variance*	
Consultants	$55.3	–	–

665. The consultancy requirements are as follows:

(United States dollars)

Expertise	Person-months	Amount	Output reference
Outside legal counsel	3	55 300	Provision of legal support and assistance in the form of legal opinions, advice, legal defence, communications, support and assistance to all peacekeeping missions and Headquarters on an as-needed and ongoing basis
Total		**55 300**	

666. An amount of $55,300 is proposed for the engagement of an outside legal counsel for three months for advice and assistance in peacekeeping-related legal matters requiring special expertise that is not available in the Office of Legal Affairs, such as the interpretation of national law and representation before national courts or administrative bodies.

	Cost estimates	Variance	
Official travel	$33.2	$2.4	7.8%

667. The official travel requirements are described below.

(United States dollars)

Type of travel	Amount	Output reference
Mission planning/assessment/ consultation	33 200	Provision of legal support and assistance in the form of legal opinions, advice, legal defence, communications, support and assistance to all peacekeeping missions and Headquarters on an as-needed and ongoing basis
Total	**33 200**	

668. An amount of $33,200 is proposed for travel to provide legal support and assistance to peacekeeping missions.

	Cost estimates	Variance	
Facilities and infrastructure	$9.0	–	–

669. An amount of $9,000 is proposed for office supplies for the 18 posts and temporary positions.

	Cost estimates	Variance	
Communications	$27.4	($33.1)	(54.7%)

670. An amount of $27,400 is proposed to provide for charges for commercial communications services associated with mobile devices ($13,200) and desktop phones ($7,200), estimated on the basis of standard rates derived from past expenditure trends and planned usage and requirements for 10 mobile office licences ($7,000).

671. The lower requirements are attributable to efforts made to reduce mobile phone user charges.

	Cost estimates	*Variance*	
Information technology	$82.4	($9.3)	(10.1%)

672. An amount of $82,400 is proposed to provide for standard resources for the maintenance and repair of information technology equipment, based on the standard service-level agreements established by OICT ($22,400), the support account share of the central information technology infrastructure costs ($18,000) (information storage and backup, application hosting, departmental servers and other services) derived from past expenditure patterns, and the standard replacement of equipment ($3,500). The amount would also provide for an annual licence subscription to Westlaw, which is an online legal service portal ($22,500), and for the renewal of licensing agreements for the case management system ($16,000), which facilitates the registration, management and tracking of legal cases.

673. The lower requirements are attributable to the maintenance and repair of information technology equipment based on past usage patterns.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$8.9	–	–

674. An amount of $8,900 is proposed for training fees to access the virtual legal educational programme of the Practising Law Institute ($3,500) and additional requirements for printing and scanning services ($5,400) related to peacekeeping operations.

J. Department of Public Information

(a) Results-based-budgeting framework

675. The mandate of the Department of Public Information was established by the General Assembly in its resolution 13 (I). The organization and functions of the Department are set out in the Secretary-General's bulletin on the organization of the Department (ST/SGB/1999/10).

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 90 per cent of surveyed peacekeeping operations indicate overall satisfaction with the quality of public information support (2012/13: 100 per cent; 2013/14: 90 per cent; 2014/15: 90 per cent)
	3.2 60 per cent of the stories distributed are broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets (2012/13: 60 per cent; 2013/14: 60 per cent; 2014/15: 60 per cent)

Outputs

- 25 broadcast quality stories per month on topics related to peacekeeping produced and distributed by UNifeed through its website and through the Associated Press Television News global video wire, which reaches more than 1,000 broadcast points (over 560 broadcasters) globally, and through Reuters and Eurovision
- Monthly uploading and hosting of 8 peacekeeping-related web videos on UN Web TV and on the United Nations Channel on YouTube; production of 5 feature stories per year on peacekeeping topics for the *UN in Action* series and distribution to broadcasters worldwide
- Production of 2 in-depth reports on peacekeeping topics for the Department's monthly magazine
- Production of video for non-broadcast purposes, such as presentations to the Security Council and to potential troop-contributing countries, as needed
- Provision, in collaboration with DPKO, of strategic advice and backstopping support to 13 peacekeeping operations
- Field visits to 3 peacekeeping operations (UNMIL, UNOCI and UNISFA) to provide communications advice and support in situ
- Organization and facilitation of a 1-week specialized training course, in cooperation with DPKO and DFS, for 30 mission and Headquarters public information personnel involved in peacekeeping matters
- Hosting, updating and maintenance, in collaboration with DPKO, of approximately 500 web pages on the peacekeeping website in English, including substantive revisions as required, of approximately 150 Headquarters-hosted web pages for 13 peacekeeping operations
- Coordination of maintenance of the peacekeeping website in the other 5 official languages of the United Nations
- Serving as mission focal point, in conjunction with DPKO and DFS, for the UNLB-hosted content management system introduced for local peacekeeping mission websites to ensure a system with consistent branding and content and requiring minimum maintenance cost for the mission
- In consultation with DPKO and DFS, updating of the policy and guidance manual for public information in United Nations peacekeeping operations, as required by a policy change or new developments in media techniques and technology
- Outreach to 50 troop-contributing and police-contributing countries on mission activities by means of press releases, photographs and feature articles sent to their major media outlets, government agencies and permanent missions, and through United Nations information centres/services network on issues relevant to individual countries' participation in specific peacekeeping operations

External factors

Peacekeeping, external partners and stakeholders will continue to work together in a timely manner with the Department on public information issues

(b) Human resources requirements

Category	Approved staffing 2013/14	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New post/ positions proposed	Total proposed 2014/15	Change
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	2	–	–	–	2	–
P-3	–	–	–	–	–	–
P-2/P-1	1	–	–	–	1	–
Subtotal	**3**	**–**	**–**	**–**	**3**	**–**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	1	–
Subtotal	**1**	**–**	**–**	**–**	**1**	**–**
Total	**4**	**–**	**–**	**–**	**4**	**–**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2012/13) (1)	Apportionment (2013/14) (2)	Cost estimates (2014/15) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	497.6	628.6	624.5	(4.1)	(0.7)
II. Non-post resources					
General temporary assistance	30.0	–	25.2	25.2	–
Consultants	–	17.0	10.6	(6.4)	(37.6)
Official travel	36.5	51.3	75.2	23.9	46.6
Facilities and infrastructure	2.0	2.0	2.0	–	–
Communications	6.3	7.5	7.2	(0.3)	(4.0)
Information technology	39.4	34.4	36.9	2.5	7.3
Other supplies, services and equipment	1.1	5.7	2.0	(3.7)	(64.9)
Subtotal, II	**115.3**	**117.9**	**159.1**	**41.2**	**34.9**
Total	**612.9**	**746.5**	**783.6**	**37.1**	**5.0**

(d) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$624.5	($4.1)	(0.7%)

676. The provision would cover the salaries, common staff costs and staff assessments for four posts.

	Cost estimates	*Variance*	
General temporary assistance	$25.2	$25.2	–

677. The provision would cover the replacement of staff on maternity or sick leave (3 person-months for the General Service category).

	Cost estimates	*Variance*	
Consultants	$10.6	($6.4)	(37.6%)

678. The consultancy requirements are as follows:

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
Training	Less than 1	10 600	Organization and facilitation of a 1-week specialized training course, in cooperation with DPKO and DFS, for 30 missions and Headquarters public information personnel involved in peacekeeping matters
Total		**10 600**	

679. An amount of $10,600 is proposed for the engagement of a consultant with technical expertise to conduct a one-week specialized training course for approximately 30 public information personnel from peacekeeping operations and Headquarters. A communications expert with practical knowledge of the most modern communications techniques and technology appropriate for field conditions is required to facilitate this workshop, with the primary objective of providing participants with the skills required for establishment of an effective public information capacity in peacekeeping missions.

680. The lower requirements are attributable to the fact that the consultant would travel economy class, rather than business class, in accordance with the new standards of accommodation for air travel.

	Cost estimates	*Variance*	
Official travel	$75.2	$23.9	46.6%

681. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	32 200	In collaboration with DPKO, provision of strategic guidance, advice and backstopping support to 12 peacekeeping operations
Training	43 000	Organization and facilitation of a 1-week specialized training course, in cooperation with DPKO and DFS, for 30 missions and Headquarters public information personnel involved in peacekeeping matters
Total	**75 200**	

682. An amount of $32,200 is proposed for travel to peacekeeping missions (UNMIL, UNOCI and UNISFA) to work directly with mission personnel on the development and improvement of communications strategies and to ensure the effective implementation of the public information plan of action.

683. An amount of $43,000 is proposed for travel to conduct and facilitate the one-week specialized training course in the Regional Service Centre in Entebbe.

684. The higher requirements are attributable to the general increase in air ticket costs and to the fact that one of the trips planned for 2013/14 was to MINUSTAH in Haiti, whereas all the travel planned for 2014/15 is to the more distant missions in Africa.

	Cost estimates	*Variance*	
Facilities and infrastructure	$2.0	–	–

685. An amount of $2,000 is proposed for the acquisition of office supplies for the four continuing posts.

	Cost estimates	*Variance*	
Communications	$7.2	($0.3)	(4.0%)

6. An amount of $7,200 is proposed for commercial communications services associated with mobile devices ($5,000) and desktop phones ($2,200), the estimates for which are based on standard rates derived from past expenditure trends and planned usage.

	Cost estimates	*Variance*	
Information technology	$36.9	$2.5	7.3%

687. An amount of $36,900 is proposed to provide for: standard resources for the maintenance and repair of information technology equipment, based on the standard service-level agreements established by OICT ($6,000); the support account share of the central information technology infrastructure costs ($5,200) (information storage and backup, application hosting, departmental servers and other services) derived from past expenditure patterns; and the acquisition of standard information technology equipment, including the acquisition of new and replacement of obsolete desktop and laptop computers and network printers ($700). The amount also

includes specialized resources for software licences and fees for bandwidth and multimedia portal storage ($25,000).

	Cost estimates	*Variance*	
Other supplies, services and equipment	$2.0	($3.7)	(64.9%)

688. An amount of $2,000 is proposed to cover training materials for the one-week training course in the Regional Service Centre in Entebbe.

689. The lower requirements are attributable mainly to the fact that the training to improve the editors' and newswriter's professional skills, for which provision was made in 2013/14, will no longer be required in 2014/15.

K. Department of Safety and Security

(a) Results-based-budgeting framework

690. The mandate of the Department of Safety and Security was established by the General Assembly in its resolution 59/276.

691. During the budget period, the Department will contribute to a number of expected accomplishments decided upon by the General Assembly by delivering related key outputs, shown in the frameworks below. The indicators of achievement show a measurement of progress towards such accomplishments during the budget period.

692. The United Nations Security Management System's security risk management process is a robust, structured analysis and decision-making process aimed at facilitating the implementation of mission mandates by managing security risks. Ensuring that this process is done properly and as often as required will be a top priority during the 2014/15 period. The training of mission personnel who have a role to play in the security risk management process will complement this focus. The Department also expects to expand the instructor base for firearms training in order to allow the instructors based in the regions to conduct certification courses.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Implementation of 100 per cent of the Department's security standards, policy, guidelines, directives, procedures and recommendations of security management reviews of field operations (2012/13: not applicable; 2013/14: 100 per cent; 2014/15: 100 per cent) 3.2 Full implementation of the security risk management process in all peacekeeping missions, including an up-to-date security level system, security risk assessments, minimum operating security standards and security plans (2012/13: not applicable; 2013/14: not applicable; 2014/15: 100 per cent)

Outputs

- 23 visits to review security management arrangements for 14 peacekeeping missions, the Global Service Centre and the Regional Service Centre in Entebbe, and reports with recommendations for each. Provision of briefings to security management teams in all field missions on security management, United Nations Security Management System policies and emerging security issues/threats
- Continual review of the security risk management process (security level system, security risk assessment, minimum operating security standards, security plan, security budget, etc.) of 14 peacekeeping missions, the Global Service Centre and the Regional Service Centre; provision of advice and guidance on mandate-enabling security risk management measures to senior mission officials
- Provision of training on security management: facilitation of "designated official training" for the newly appointed heads of mission; provision of targeted security-related training during field visits to staff and senior managers in field missions based on gap analysis; organization and implementation of an annual workshop for 20 senior security personnel from 14 peacekeeping missions, the Global Service Centre and the Regional Service Centre
- Compilation of 261 security inputs for the Department's daily security report delivered to United Nations Security Management System security focal points (including peacekeeping), and regular provision of significant security incident reports on all peacekeeping missions, the Global Service Centre and the Regional Service Centre
- Facilitation of the standardization, assessment and implementation of physical security measures in the premises of peacekeeping missions through the provision of systemic oversight and guidance, development of design concepts and specifications, and training; consolidation of research and guideline documents determining physical security needs and addressing designs and/or specifications pertaining to specific vulnerabilities
- 5 strategic threat assessments or strategic security threat information liaison visit reports, on 5 peacekeeping operations
- Coordination, monitoring and enhancement of technical standard operating procedures relevant to the acquisition, collation and analysis of security information in support of joint mission analysis centres, security information operations centres and security information coordination units in peacekeeping missions
- Review and updating, as necessary, of 8 training modules and 27 lessons learned on the analysis of security threat information for joint mission analysis centres, security information operations centres and security information coordination units, and development of best practices for all field missions
- Conduct of 2 security analysis process and practice courses for a total of 40 security information analysts supporting improved analysis, situational awareness and reporting on peacekeeping missions
- Provision of training on safety and security policies and procedures for personnel, security officers, security guards and training instructors, including on the use of force; the use of lethal and less lethal tactical measures; fire safety; hazardous materials equipment usage; prevention and evacuation procedures; first aid/cardiopulmonary resuscitation and automated external defibrillator training, emergency trauma bag training and supervisor leadership training (5 peacekeeping missions, approximately 150 personnel); and basic security training, including physical security; access control; screening procedures; and surveillance detection (3 peacekeeping missions, approximately 150 personnel)

- Instructor assessment, certification and recertification in the use of lethal and less lethal tactics for firearms training officers and instructor trainers in field missions
- 5 evaluation reports and assistance provided for security training units, facilities and equipment in 5 peacekeeping missions to ensure quality and consistency of instructors and of the management and delivery of security training modules
- Provision of needs assessment and stress management sessions for staff in 6 peacekeeping missions, and deployment of stress counsellors to provide emergency critical incident stress management, needs assessment and technical services on crisis response in 4 peacekeeping missions
- Training and certification on critical incident stress prevention and management for 10 counsellors in peacekeeping operations; and 3 peer helper workshops for 30 staff in 3 peacekeeping missions
- Provision of technical guidance to 7 senior counsellors from peacekeeping missions, and technical support and advice to Headquarters managers on the psychosocial aspects of crises, as well as coordination of the provision of counselling services and subsequent follow-up on all staff who need special measures/services, through the review and assessment of affected staff and the provision of recommendations on case management

External factors

United Nations peacekeeping partners and local institutions will cooperate on security matters

(b) Human resources requirements

Category	*Approved staffing 2013/14*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2014/15*	*Change*
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	1	–	–	–	1	–
P-4	6	–	–	1	7	1
P-3	5	–	–	–	5	–
P-2/P-1	1	–	–	–	1	–
Subtotal	**13**	**–**	**–**	**1**	**14**	**1**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	2	–	–	–	2	–
Security Service	3	–	–	–	3	–
Subtotal	**5**	**–**	**–**	**–**	**5**	**–**
Total	**18**	**–**	**–**	**1**	**19**	**1**

(c) Justification of posts

Division of Headquarters Security and Safety Services

Office of the Director

Establishment of one new post (1 P-4 Physical Security Specialist)

693. The approved staffing establishment of the Division of Headquarters Security and Safety Services comprises five posts (1 P-3, 1 P-2 and 3 SS) funded from the support account, none of which is for the Office of the Director.

694. The Division is responsible for the strategic management of safety and security operations of the Security and Safety Services/Sections of the United Nations system-wide, providing primary operational and technical support. Most of the expertise on physical security matters lies within the Division. The Division provides leadership and guidance on the standardization, assessment and implementation of physical security measures at United Nations premises worldwide and facilitates the expert assessment and implementation of physical security measures on all premises within the area of responsibility of United Nations security management system organizations, including peacekeeping mission locations. The Division is a "centre of excellence" in physical security, providing guidance, developing concepts, designs and specifications, as well as training, while also managing a system-wide capability to deploy an operational component that can provide specific assessments and assist in the implementation of the proposed measures, as required.

695. The Division currently provides assistance to 14 peacekeeping missions and two service centres (the Global Service Centre, comprising Brindisi and Valencia, and the Regional Service Centre in Entebbe), comprising approximately 100 peacekeeping mission premises. These locations, by virtue of their inherent elevated risk levels, high numbers of staff and widespread geographical deployments throughout the respective areas of responsibility, present some of the most challenging scenarios in terms of physical security planning and design. Recent attacks affecting United Nations personnel in the field have revealed the need to address the physical security vulnerabilities on United Nations premises with a more coherent, solid, system-wide approach. It is paramount that the Department provide a comprehensive set of parameters for physical security assessment, planning and design to the designated officials, in particular at high-risk locations of the peacekeeping missions.

696. In this context, it is proposed that an additional post of Physical Security Specialist (P-4) be established in the Office of the Director of the Division of Headquarters Security and Safety Services to provide coordination and strategic assistance to the peacekeeping missions. The incumbent would conduct assessments and propose the implementation of physical security measures in the premises of peacekeeping missions through the provision of guidance and the development of design concepts, specifications and training, ensuring systematic oversight and compliance with physical security standards. He or she would also support: the development of physical security standards for United Nations premises in peacekeeping operations; the conduct of quick assessments in existing premises and the rapid selection of premises for the establishment of United Nations offices whenever necessary; the adoption of standard/referential designs for United Nations facilities in peacekeeping operations; the adoption of specifications of physical security equipment to be used in the United Nations premises in peacekeeping operations; and the training of security personnel assigned to peacekeeping

operations make them able to assess and implement physical security measures. The availability of a dedicated peacekeeping post of Physical Security Specialist would also allow for the establishment of models, standards and concepts that match peacekeeping missions' requirements. He or she would support the comprehensive approach to physical security in the United Nations, which is a critical element of the safety and security of United Nations staff assigned to peacekeeping missions.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2012/13)	Apportionment (2013/14)	Cost estimates (2014/15)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	2 983.0	2 887.4	2 978.3	90.9	3.1
II. Non-post resources					
Official travel	764.0	710.1	778.9	68.8	9.7
Facilities and infrastructure	1.3	9.0	9.5	0.5	5.6
Communications	39.9	33.6	45.1	11.5	34.2
Information technology	55.8	77.6	51.7	(25.9)	(33.4)
Other supplies, services and equipment	2.8	14.0	3.8	(10.2)	(72.9)
Subtotal, II	**863.8**	**844.3**	**889.0**	**44.7**	**5.3**
Total	**3 846.8**	**3 731.7**	**3 867.3**	**135.6**	**3.6**

(e) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$2 978.3	$90.9	3.1%

697. The provision would cover the salaries, common staff costs and staff assessments for the 19 posts. The higher requirements result from the proposed new post (P-4) in the Division of Headquarters Security and Safety Services, offset in part by the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14.

	Cost estimates	Variance	
Official travel	$778.9	$68.8	9.7%

698. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	419 000	23 visits to review security management arrangements for 14 peacekeeping missions, the Global Service Centre and the Regional Service Centre in Entebbe, and reports with recommendations for each. Provision of briefings to security management teams in all field missions on security management, United Nations Security Management System policies and emerging security issues/threats 5 strategic threat assessments or strategic security threat information liaison visit reports on 5 peacekeeping operations 5 evaluation reports and assistance provided for security training units, facilities and equipment in 5 peacekeeping missions to ensure quality and consistency of instructors, and of the management and delivery of security training modules Provision of needs assessment and stress management sessions for staff in 6 peacekeeping missions
Technical support	46 200	Rapid deployment of stress counsellors to provide emergency critical incident stress management, needs assessment and technical services on crisis response in 4 peacekeeping missions
Seminars/conferences/workshops	30 400	Instructor assessment, certification and recertification in the use of lethal and less lethal tactics for firearms training officers and instructor trainers in field missions
Training	283 300	Organization and implementation of an annual workshop for 20 senior security personnel from 14 peacekeeping missions, the Global Service Centre and the Regional Service Centre Conduct of 2 security analysis process and practice courses for a total of 40 security information analysts supporting improved analysis, situational awareness and reporting on peacekeeping missions Provision of training on safety and security policies and procedures for personnel, security officers, security guards and training instructors, including on use of force; use of lethal and less lethal tactical measures; fire safety; hazardous materials equipment usage; prevention and evacuation procedures; first aid/cardio pulmonary resuscitation and automated external defibrillator training, emergency trauma bag training and supervisor leadership training (5 peacekeeping missions, approximately 150 personnel); and basic security training, including physical security; access control; screening procedures; and surveillance detection (3 peacekeeping missions, approximately 150 personnel) Instructor assessment, certification and recertification in the use of lethal and less lethal tactics for firearms training officers and instructor trainers in field missions Training and certification on critical incident stress prevention and management for 10 counsellors in peacekeeping operations; and 3 peer helper workshops for 30 staff in 3 peacekeeping missions
Total	**778 900**	

699. An amount of $419,000 is proposed for travel to undertake the following mission planning/assessment/consultation activities: (a) conducting security assistance visits, brief senior management teams and reviewing required analysis and planning process and promulgated new security policies in the peacekeeping missions, including the Global Service Centre and the Regional Service Centre in Entebbe ($241,800); (b) conducting strategic threat assessments or strategic security threat information liaison visits in five peacekeeping missions ($44,600); (c) conducting on-site assessments and verifications and assisting in the delivery of training in five peacekeeping missions ($99,400); and (d) providing needs assessment and stress management sessions to promote productivity, resilience and workplace wellness of personnel in peacekeeping missions ($33,200).

700. An amount of $46,200 is proposed for the rapid deployment of stress counsellors for the provision of emergency critical incident stress management and needs assessment in four peacekeeping missions.

701. An amount of $30,400 is proposed for travel by firearms training instructors of the Security and Safety Service to attend a workshop in UNIFIL to assess and test updated instructional programmes, firearms training and policy developments.

702. An amount of $283,300 is proposed in connection with the conduct of the following training activities: (a) an instructor-led annual security workshop for 20 senior security personnel from 14 peacekeeping missions ($31,200); (b) two security analysis process and practice courses for a total of 40 security information analysts ($53,700); (c) training on safety and security policies and procedures for security officers, security guards and field instructors in the areas of the use of force, the use of lethal and less lethal tactical measures, fire safety, hazardous materials equipment usage, prevention and evacuation procedures and other relevant safety matters ($160,100); and (d) a training and certification programme on critical incident stress prevention and management for 10 counsellors from peacekeeping missions and three workshops for 30 staff in three peacekeeping missions to improve the resilience of peacekeeping personnel and the emergency response and psychosocial services provided to the staff members in the peacekeeping missions ($38,300).

703. The higher requirements are attributable to the general increase in air ticket costs.

	Cost estimates	*Variance*	
Facilities and infrastructure	$9.5	$0.5	5.6%

704. An amount of $9,500 is proposed to provide for the acquisition of office supplies for 19 posts.

	Cost estimates	*Variance*	
Communications	$45.1	$11.5	34.2%

705. The amount of $45,100 is proposed to provide for commercial communications services associated with mobile devices ($35,700) and desktop phones ($9,400), estimated on the basis of standard rates derived from past expenditure trends and planned usage.

706. The higher requirements are attributable to an increase in service rates for mobile phones based on past usage patterns.

	Cost estimates	Variance	
Information technology	$51.7	($25.9)	(33.4%)

707. The amount of $51,700 is proposed to provide for the maintenance and repair of information technology equipment, based on the standard service-level agreements established by OICT ($28,500), the support account share of the central information technology infrastructure costs ($19,000) (information storage and backup, application hosting, departmental servers and other services) derived from past expenditure patterns, and standard replacement of equipment ($4,200).

708. The lower requirements are based on actual costs of infrastructure services provided by OICT in the 2012/13 financial period.

	Cost estimates	Variance	
Other supplies, services and equipment	$3.8	($10.2)	(72.9%)

709. An amount of $3,800 is proposed for training fees related to certification and recertification for the use of less lethal tactics and self-defence techniques for instructors at Headquarters.

710. The lower requirements are attributable to the elimination of the need to use private security industry service providers for firearms certification, which requires registration/tuition fees. All firearms training and certification are now completed through United Nations proprietary training and assessment courses, as a result of the development of training curricula and certification standards in the areas of firearms and less lethal weapons systems.

L. Secretariat of the Advisory Committee on Administrative and Budgetary Questions

711. The mandate of the Advisory Committee on Administrative and Budgetary Questions was established by the General Assembly in its resolutions 14 (I) and 32/103 and rules 155, 156 and 157 of the rules of procedure of the Assembly.

712. The Advisory Committee is responsible for examining and reporting on the proposed budgets, performance reports and administrative issues submitted by the Secretary-General to the General Assembly. The activities of the secretariat of the Advisory Committee include the provision of advice and technical support to the Committee on issues of policy and/or procedures, and the drafting of the conclusions and recommendations set out in the Committee's reports. Its activities also include the examination and analysis of the proposals contained in the reports of the Secretary-General and all relevant supplementary and background documentation; the definition of issues; and the formulation of administrative and financial regulations and rules for consideration by the Committee.

713. Additional activities include the scheduling of the sessions on peacekeeping operations and the departments and offices of the Secretariat funded from the support account, the Board of Auditors, the Independent Audit Advisory Committee

and other relevant entities, including the coordination of the appearance of senior officials from those entities and others, as required. The secretariat carries out its activities in close cooperation with departments and offices of the Secretariat, in particular the Department of Management and the secretariat of the Fifth Committee. This collaboration and cooperation includes the examination, substantive analysis and clarification required in the preparation of the reports of the Advisory Committee on Administrative and Budgetary Questions and the sharing of information and experience.

714. Priorities are determined by the recommendations of the General Assembly and the decisions of the Security Council, as guided by the Office of Programme, Planning, Budget and Accounts and the Fifth Committee of the Assembly. The primary challenge faced by the secretariat of the Advisory Committee is the short timeframe allotted for producing reports reflecting the Committee's expert opinions on the proposed budgets and administrative issues as submitted by the Office of Programme, Planning, Budget and Accounts and other departments and offices of the Secretariat.

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 100 per cent of reports of the Advisory Committee are submitted within the deadline (2012/13: 100 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)
	1.2 100 per cent of the reports of the Advisory Committee are free of error (2012/13: 87 per cent; 2013/14: 100 per cent; 2014/15: 100 per cent)

Outputs

- Provision of substantive and technical advice and support to approximately 135 meetings of the Advisory Committee
- Production of approximately 32 reports
- Scheduling of meetings: flexible enough to accommodate General Assembly and Security Council resolutions and decisions and the ad hoc submission of reports

(b) Human resources requirements

Category	Approved staffing 2013/14	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/positions proposed	Total proposed 2014/15	Change
General temporary assistance positions						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	1		–	–	1	–
P-3	–	–	–	–	–	–
P-2/P-1	–	–	–	–	–	–
Subtotal	1	–	–	–	1	–
General Service and related						
Principal level	–	–	–	–	–	–
Other level	–	–	–	–	–	–
Subtotal	–	–	–	–	–	–
Total	1	–	–	–	1	–

(c) Justification of general temporary assistance

Administrative Officer (1 P-4 position, continuation)

715. The approved staffing establishment of the secretariat of the Advisory Committee on Administrative and Budgetary Questions contains no posts funded from the support account and one general temporary assistance position (P-4) of Administrative Officer, the incumbent of which supports the peacekeeping-related work undertaken by the secretariat.

716. It is proposed that the temporary position be continued, as the workload of the secretariat with regard to peacekeeping activities is increasing. Workload statistics indicate a general increase in the number of reports received for review by the Advisory Committee during the past decade, with approximately 30 per cent of them relating to peacekeeping operations. For 2014/15, it is estimated that, in addition to 32 budget-related reports, the Advisory Committee may consider reports on the adoption of IPSAS and Umoja in the peacekeeping missions.

717. The Administrative Officer (P-4) is primarily responsible for: the examination and analysis of the administrative and budgetary implications of the reports submitted, to ensure compliance with legislative mandates and adequacy of justification; the identification of issues of administrative and financial policy for consideration by the Committee, including the analysis and identification of issues contained in previous General Assembly resolutions, reports of the Committee and

other existing documentation; extensive research and the provision of technical advice and support to the Committee on issues of policy or procedure; the drafting of the Committee's reports, setting forth its conclusions and recommendations; and the provision of advice on and clarification of the substance of the Committee's reports.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2012/13)	Apportionment (2013/14)	Cost estimates (2014/15)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	–	–	–	–	–
II. Non-post resources					
General temporary assistance	226.6	209.1	207.7	(1.4)	(0.7)
Facilities and infrastructure	0.3	0.5	0.5	–	–
Communications	1.4	2.1	2.3	0.2	9.5
Information technology	0.3	2.0	2.6	0.6	30.0
Subtotal, II	**228.6**	**213.7**	**213.1**	**(0.6)**	**(0.3)**
Total	**228.6**	**213.7**	**213.1**	**(0.6)**	**(0.3)**

(e) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
General temporary assistance	$207.7	($1.4)	(0.7%)

718. The provision would cover the salaries, common staff costs and staff assessments for the continuation of one general temporary assistance position.

	Cost estimates	Variance	
Facilities and infrastructure	$0.5	–	–

719. An amount of $500 is proposed to provide for the acquisition of office supplies.

	Cost estimates	Variance	
Communications	$2.3	$0.2	9.5%

720. An amount of $2,300 is proposed to provide for commercial communications services associated with mobile devices ($1,900) and desktop phones ($400).

	Cost estimates	Variance	
Information technology	$2.6	$0.6	30.0%

721. An amount of $2,600 is proposed to provide for the maintenance and repair of information technology equipment, based on the standard service-level agreements

established by OICT ($2,100); and the support account share of the central information technology infrastructure costs ($500) (information storage and backup, application hosting, departmental servers and other services) derived from past expenditure patterns.

M. Office of the United Nations High Commissioner for Human Rights

(a) Results-based-budgeting framework

722. The mandate of OHCHR derives from Articles 1, 13 and 55 of the Charter of the United Nations and the Vienna Declaration and Programme of Action, and was established by the General Assembly in its resolutions 48/121 and 48/141. By its resolution 48/141, the Assembly approved the consolidation into a single Office of OHCHR and the Centre for Human Rights.

723. The Office comprises the Office of the Under-Secretary-General, the Field Operations and Technical Cooperation Division, the Research and Right to Development Division, the Human Rights Treaties Division, and the Human Rights Council and Special Procedures Division.

724. The proposed resources are intended to address the fact that the resources funded from the support account for peacekeeping operations to date have not corresponded to the mandate, number, size and complexity of peacekeeping missions with respect to human rights mandates. The current request responds to the pending urgent needs identified with respect to DPKO, DFS and missions on the ground. It relates to challenges stemming from the expectations placed on the Office by United Nations partners, peacekeeping operations and Member States and the limited resources funded for supporting peacekeeping operations.

725. With the proposed resources, the Office would provide consistent responsiveness to DPKO/DFS and peacekeeping operations, particularly in priority areas such as the ability of peacekeeping operations to plan for the implementation of human rights mandates, rapidly deploy human rights teams, including in start-up phases, and provide quick and coherent advice on planning and operationalizing the implementation of human rights mandates and policies applying to peacekeeping. In particular, the Office will provide support to MINUSMA.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions reflect the specific range of activities to be carried out by human rights officers
	1.2 Security Council resolutions incorporate all recommendations and specific actions related to human rights (2012/13: not available; 2013/14: not available; 2014/15: 100 per cent)
	1.3 Increase in number of requests from Member States for briefings and documented reports on human rights

Outputs

- 8 regular country reports of the Secretary-General to the Security Council include recommendations on human rights, including on transitional justice
- 1 periodic report on sexual violence in conflict under the monitoring, analysis and reporting arrangement established pursuant to Security Council resolution 1960 (2010) is issued for MINUSMA
- 1 regular report of the Secretary-General on protection of civilians reflecting trends and patterns of human rights violations against civilians emanating from the conflict in Mali and recommendations on measures to protect civilians from further serious human rights violations
- 1 briefing to the Security Council on protection of civilians in Mali reflects trends in serious human rights violations and recommendations for protections against further serious violations
- 2 briefings to troop-contributing and police-contributing countries providing updates on good practices and innovations regarding cooperation between human rights components and blue helmets related to protection from human rights violations
- 2 consultations with host States to discuss human rights functions and structures during and following a peacekeeping operation
- 6 briefings to Member States, regional organizations and groups of friends/contact groups on human rights developments in countries with a peacekeeping mission
- 1 briefing to United Nations departments, agencies, funds, programmes, regional organizations on human-rights-related issues and activities in peacekeeping missions

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Deployment of human rights officers, including specialist functions, within time frame required for the establishment of new peacekeeping operations or in response to surge capacity needs

Outputs

- 2 strategic and technical assessments to establish human rights needs for new mandated missions and participate in mission planning exercises
- 1 predeployment mission to establish human rights components for new missions, contribute to new mission planning processes and assist mission leadership with the identification of human rights priorities, and provide start-up human rights induction to newly deployed personnel

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency or effectiveness of peacekeeping operations	3.1 3 mission concepts, strategic frameworks, budget and planning are updated to reflect human rights priorities 3.2 Human rights advice and content are increasingly integrated into peacekeeping policies, training and inductions for civilian, military and police personnel

Outputs

- Technical review and clearance for 10 reports from human rights components prior to their transmission to national authorities
- 6 technical assessments and operational support visits to peacekeeping operations, including those going into transition and drawdown, to review progress, analyse mandate, structure and resource implications, and provide input to mission leadership and direction to the human rights component with regard to mandate implementation
- 1 annual meeting of heads of human rights components of peace operations to share lessons learned on mandate and policy implementation and to develop strategies to strengthen the integration of human rights into peacekeeping operations
- Quarterly consultations on strategic human rights priorities and planning in support of human rights components, notably for start-up and transition processes
- 3 consultations on policy development, training and mandate implementation are held in New York by Geneva-based staff
- 4 DPKO specialized predeployment training materials for military and police personnel are supplemented with human rights content; 3 human rights training sessions are delivered as part of DPKO predeployment training-of-trainers courses organized for police and military personnel; and 2 specialized training courses on human rights for military peacekeeping personnel (40 participants) are organized jointly with troop-contributing countries, peacekeeping operations and DPKO
- 2 consultations organized to provide human rights operational guidance to peacekeeping military and police personnel
- 1 standard induction package is provided to human rights components to enable them to deliver effective human rights inductions to military and police personnel, as relevant to mandate and functions
- Quarterly advice is provided to the human rights component of MINUSMA in the context of support for national authorities in their engagement with processes of the Human Rights Council (such as the universal periodic review), special procedures and treaty bodies
- Monthly support is provided to the human rights component of MINUSMA to conduct research and provide human rights information to enable the carrying-out of risk assessments, including through country desk specific research in human rights databases, reports, field presence archives, and other relevant information for the implementation of the human rights due diligence policy
- 1 video for training purposes featuring human rights examples, tools and good practices in preventing and responding to human rights crises in the context of mandates to protect civilians

(b) Human resources requirements

Category	Approved staffing 2013/14	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/ positions proposed	Total proposed 2014/15	Change
Posts						
Professional and higher						
Under-Secretary-General	–	–	–	–	–	–
Assistant Secretary-General	–	–	–	–	–	–
D-2	–	–	–	–	–	–
D-1	–	–	–	1	1	1
P-5	–	–	–	1	1	1
P-4	1	–	–	1	2	1
P-3	1	–	–	–	1	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**2**	**–**	**–**	**3**	**5**	**3**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	–	–	–	–	–	–
Subtotal	**–**	**–**	**–**	**–**	**–**	**–**
Total posts and positions	**2**	**–**	**–**	**3**	**5**	**3**

(c) Justification of posts

726. The approved staffing establishment of OHCHR comprises two posts (1 P-4 and 1 P-3) funded from the support account, distributed across two divisions; one Human Rights Officer (P-3) in the Peace Mission Support Unit/Peace Mission Support and Rapid Response Section of the Field Operations and Technical Cooperation Division, located in New York, and one Human Rights Officer (P-4) in the Methodology, Education and Training Section of the Research and Right to Development Division, located in Geneva.

727. In order for the High Commissioner to respond to the immediate gap in the delivery of backstopping functions, which has been hampering the work of peacekeeping missions in the area of human rights, the Office conducted an internal review of immediate resources needs. The High Commissioner has taken that exercise into account in developing her long-term strategic vision to maximize support provided to peacekeeping missions through the best possible rationalization of staffing resources. The OHCHR strategy for 2014/15 focuses on the urgent need for assessment and planning with respect to human rights in peacekeeping and the provision of programmatic and operational support services to human rights components. Currently, one post of Human Rights Officer (P-3) established for 2013/14, funded from the support account, is located in New York but structurally incorporated into the existing Peace Mission Support Unit within the Field Operations and Technical Cooperation Division located in Geneva. The High

Commissioner's intention is to consolidate the existing capacity of the Peace Mission Support Unit located in Geneva into a Peace Mission Support Service located in New York, remaining within the Field Operations and Technical Cooperation Division, with leadership commensurate with the scope of responsibilities required for the delivery of its mandate. The current proposal to establish two new posts funded from the support account in the Peace Mission Support Service, located in New York, should be understood in the light of these strategic objectives.

728. The success or failure of a peacekeeping operation can be viewed as largely determined by the protection of human rights. More effective protection of human rights could translate into billions of dollars saved in peacekeeping, with missions closing earlier. Human rights are protected through several elements of peacekeeping operations, including military, civil affairs, rule of law and police. However, the human rights components are inevitably at the heart of a mission's human rights action, and the Office's mandate is to ensure that missions are able to deliver on human rights protection.

Field Operations and Technical Cooperation Division

Peace Mission Support Unit

Establishment of two new posts (1 D-1 Chief of Service — resubmission and 1 P-5 Senior Human Rights Officer)

729. The Field Operations and Technical Cooperation Division is located in Geneva and leads and coordinates the provision of substantive and operational support to human rights field presences, including human rights components in peacekeeping missions. The Division provides advice, guidance and information on the human rights situations of countries to legislative bodies, OHCHR, United Nations departments and agencies, and the Secretary-General. The New York office, through its Assistant Secretary-General, represents all divisions in senior-level decision-making and strategic planning meetings related to support for peacekeeping missions, alongside his other primary responsibilities.

730. Currently, in Geneva, the Peace Mission Support Unit within the Peace Mission Support Unit and Rapid Response Section of the Field Operations and Technical Cooperation Division leads and coordinates the Office's participation in the planning, design and review of missions to ensure that they have the structures, staff and financial resources necessary for the implementation of their human rights mandates; supports the technical evaluation of candidates for the human rights roster, the identification of specific profiles for mission and the selection of human rights officers; participates, together with the Methodology, Education and Training Section of the Research and Right to Development Division, in the development, review and implementation of human-rights-related policies for peacekeeping missions; and provides operational directives and guidance on the integration of human rights into peacekeeping missions and supporting human rights components in the field. The Unit also maintains a resource centre for human rights in missions, develops and disseminates practitioners' tools, and ensures the dissemination of relevant information to the field and Headquarters, notably through the publication of the monthly bulletins and the production of human rights induction packages for the new Chief of Human Rights Components. To cover its vast portfolio of responsibilities, the approved staffing establishment of the Peace Mission Support Unit comprises five posts, of which three (1 P-4, 1 P-3 and 1 GS (OL)) funded from

the regular budget and one (P-3) funded from extrabudgetary contributions are located in Geneva, and one post (1 P-3) funded from the support account is located in New York.

731. Determined to improve support to meet the demands of Member States with regard to human rights in peacekeeping operations, the High Commissioner is seeking to consolidate the functions of the Peace Mission Support Unit into a "Peace Mission Support Service" under strengthened leadership. In order to optimize responsiveness, the Peace Mission Support Service, remaining structurally within the Field Operations and Technical Cooperation Division, would be located in New York in close proximity to DPKO and DFS, Member State delegations from the Security Council and troop-contributing and police-contributing countries, and other relevant partners. In order to maximize efficiency gains, the Service would incorporate the existing post of Human Rights Officer (P-3) funded from the support account, located in New York, and, in the interim, would administratively incorporate the existing Geneva-based staff of the Peace Mission Support Unit with the new Service in New York. The Peace Mission Support Service would allow for the consistent integration of human rights into the mandates and operation of peacekeeping operations, and enable DPKO/DFS to plan for human rights mandate implementation, rapidly deploy human rights teams, including in start-up phases, and provide quick and coherent advice on operationalizing human rights mandates and policies for peacekeeping.

732. In the context of the above, it is proposed that a post of Chief of Service (D-1) in New York be established to lead, represent and provide direction on the integration of human rights into peacekeeping mission planning and operational support and into the Office's engagement with New York-based political processes in relation to peacekeeping operations. The Chief would oversee and manage the current functions of the Peace Mission Support Unit through a Peace Mission Support Service located in New York, which would improve: (a) engagement with Member States on the integration of human rights mandates into peacekeeping; (b) strategic planning and design for the functions, structures, staffing and budget of human rights components; (c) advice and operational guidance for policy and programme implementation for human rights in peacekeeping operations; (d) support for the identification of human rights staff for deployment, in particular the rapid deployment of human rights start-up teams in new missions; and (e) while serving as a peer-level counterpart to heads of human rights components, quality control over the delivery of human rights mandates in missions.

733. In addition to leading the above core functions of the Service, the Chief of Service would undertake the following activities: advise senior management on human rights matters in peacekeeping; lead engagement on human rights mandates with relevant Member States, troop-contributing countries, police-contributing countries and senior-level officials of United Nations departments; provide regular briefings to them about the human rights situation in host countries and possible courses of action; participate in director-level interdepartmental processes related to peacekeeping operations, including integrated steering group meetings and integrated mission planning processes; and advise the integrated operational teams of DPKO on human rights matters as needed. The incumbent would also serve as a dedicated standby capacity to be deployed promptly to head human rights start-up teams for new peacekeeping operations — a capacity that does not currently exist. He or she would also participate in high-level assessment missions and oversee the

development of mission concepts for the implementation of human rights mandates and obligations. Finally, the incumbent would serve as a peer-level interlocutor with the heads of existing human rights components, the heads of partner components in missions, and peacekeeping-related team leaders at Headquarters. As such, he or she would be in charge of ensuring quality control and accountability in the delivery of human rights mandates by heads of human rights components. The need to establish a chief of service at the D-1 level is commensurate with the human rights responsibilities placed on peacekeeping operations by the Security Council and the more than 700 posts in the human rights components of 9 peacekeeping operations.

734. In its internal review of immediate resource needs, the Office of the High Commissioner concluded that the proposed functions could not be absorbed within existing capacity. Given the specific functions approved for the existing posts, it would not be feasible to redeploy or reassign an existing post at the D-1 level to dedicate to the above responsibilities. For instance, support for United Nations human rights treaty bodies would be diminished if the Office were to reassign the Head of the Human Rights Treaties Division and would undermine efforts to strengthen the capacity of that division. Should this post not be approved, the Office would continue to lack strategic leadership to support DPKO/DFS and missions on the ground in human rights issues, and would be unable to respond promptly to requests from Member States, DPKO and DFS for strategic advice on human rights mandates and their implementation, and a human rights perspective would remain absent from many directors' meetings and strategic and technical assessments missions at the senior level. In the early stages of an operation and without such leadership, human rights information gaps identified by Member States will persist and the absence of an adequate human rights leadership for start-up teams will negatively affect the ability of Security Council members to make an informed decision.

735. Furthermore, it is proposed that a post of Senior Human Rights Officer (P-5) be established to support the Chief of Service and oversee the delivery of human-rights-related substantive and operational support to DPKO, DFS and human rights components of United Nations peacekeeping operations, notably in the areas of strategic planning and policy implementation. He or she would oversee the translation of policies into programmes for the human rights components of United Nations peacekeeping operations, and would act as a standby senior officer for start-up deployment, participate in senior-level assessment missions and direct the deployment of the Peace Missions Support Service as a standby capacity for new missions, informing senior management on other Headquarters support required. The establishment of a new post of Senior Human Rights Officer (P-5) would bring the requisite strategic guidance and experience to the Office's work in peacekeeping pursuant to the Secretary-General's decision of 26 October 2005 and the collective policy directive on human rights in integrated missions of 1 September 2011. The establishment of the post of Senior Human Rights Officer would better facilitate support from DPKO, DFS and the Office for human rights matters within the United Nations system as a whole. Should the post not be approved, the Peace Missions Support Service would operate with an excessively flat management structure that would contribute to inefficiencies in the provision of human rights support to peacekeeping operations. The Office would not be in a position to provide input to DPKO/DFS integrated operational teams on more than one planning process, in particular in view of the fact that, at the moment, resources are fully absorbed by

support provided to MINUSMA, and it would not be able to support transition planning for UNMIL, MINUSTAH, UNOCI, nor to provide adequate human rights advice for the planning of any new mission. Furthermore, the Office would not be able to provide quality control tracking of mandate delivery by the human rights component, notably by providing support for the formulation of priorities, programmes and results-based budgeting, and the gap in capacity to promptly deploy human rights start-up teams would remain unaddressed.

736. The incumbent would oversee the preparation and review of mission concepts and budget submissions, directives of the Special Representative of the Secretary-General, the human rights review of military concepts of operations and rules of engagement, programmes and budget developments, and the implementation of human-rights-related policies and mandates; focus on developing operational strategies for the effective establishment and deployment of human rights components, and assist in enhancing cooperation with DPKO and DFS for effective support and understanding of human rights integration into peacekeeping operations; respond to requests for advice from peacekeeping operations where no human rights components are currently deployed (MINURSO, UNISFA, UNFICYP, etc.); ensure coordination with DFS, DPKO and other United Nations and non-United Nations partners, in order to ensure that human rights are integrated into the Secretary-General's peacekeeping strategies; provide recommendations on policy and technical matters to senior leadership of the Office and determine the Headquarters-level support and response required for human rights in peacekeeping operations based on the evolving challenges and limitations that missions face in conflict situations and when there is a high risk of increase in human rights and humanitarian law violations; and oversee, plan and manage work assigned to team members and ensure that management is well informed of the progress of human rights components in newly established operations, maintaining liaison with relevant departments to ensure that necessary support arrangements are in place for the effective deployment and use of resources.

Field Operations and Technical Cooperation Division
Africa Branch

Establishment of one new post (1 P-4 Human Rights Officer — MINUSMA)

737. The approved staffing establishment of the Africa Branch of the Field Operations and Technical Cooperation Division currently includes no posts funded from the support account.

738. The Office of the High Commissioner for Human Rights has been forced to divert, when and where possible, resources from the regular budget and extrabudgetary contributions approved for specific tasks to respond to the most urgent needs of peacekeeping operations. Despite these efforts, this practice remains insufficient, unsustainable and inappropriate.

739. The Division's geographic desk functions currently support seven peacekeeping missions (MINUSTAH, MONUSCO, ONUCI, UNAMID, UNMIL, UNMISS and MINUSMA). The primary functions do not support peacekeeping operations. Desk functions service the Human Rights Council and treaty-body-related processes and backstop field presences such as stand-alone country offices (13), regional offices (12) and human rights advisers (18). Desk officers have a portfolio of, on average, three countries at a time and up to seven in some cases. Owing to the heavy

workload generated by peacekeeping missions in Haiti, the Democratic Republic of the Congo, Darfur, South Sudan and Mali, the Office has redirected resources to secure desk officers at the P-3 level from its extrabudgetary contributions to specifically follow countries where large missions are present. Nevertheless, these dedicated country desks provide at best 40 to 50 per cent of their time to support for peacekeeping, as they also service human rights mechanisms. Given the complexity of the mandate and the size of the human rights components of those missions (ranging from 48 posts in MINUSTAH to 110 posts in MONUSCO) and their heavy involvement in support of United Nations human rights mechanisms for these countries (universal periodic review, special procedures mandate holders of the Human Rights Council, and treaty bodies), this capacity remains insufficient. As a result, desk officers have been unable to provide the level of technical backstopping required to support human rights components on a day-to-day basis, notably defining human rights priorities, supporting capacity-building projects and, most important, following human rights developments on the ground and engaging in in-depth human rights research and analysis in support of the component, the mission and the United Nations leadership, including the Secretary-General and Member States. The increased desk officer capacity needed and requested will be adjusted with the life cycle of the respective peacekeeping operation and discontinued upon its withdrawal.

740. Owing to the heavy workload generated by MINUSMA, one of the desk officers at the P-4 level has been temporarily diverted to provide a degree of support to the peacekeeping operation. Nevertheless, this desk provides, at best, 30 per cent of its time to supporting MINUSMA, as it also services human rights mechanisms, notably the independent expert of the Human Rights Council on Mali. Given the complexity of the mandate and the size of the human rights component of MINUSMA (some 70 posts) and their heavy involvement in support of United Nations human rights mechanisms for these countries, this temporary capacity is insufficient and not sustainable enough to ensure that adequate human rights guidance is provided to the human rights component and the Mission.

741. Accordingly, it is proposed that one post of Human Rights Officer (P-4) be established in the Africa Branch of the Field Operations and Technical Cooperation Division, located in Geneva, to backstop the human rights component of MINUSMA, which has an approved staffing establishment of 73 posts. The incumbent would provide substantive human rights guidance in relation to the implementation of the MINUSMA human rights mandate and the protection of human rights, including civilian activities; support human rights reporting obligations vis-à-vis the Security Council, including reviewing human rights reports and conducting research in support of the human rights component; and support the formulation of workplans.

742. The incumbent would support the human rights component on programming for technical cooperation; provide advice and support to the Office and to DPKO on international human rights and humanitarian law in Mali; formulate strategies and policies for human rights activities in MINUSMA; prepare written outputs, for example, background papers and analysis sections of reports and studies; review and provide inputs into the regular human rights reports of MINUSMA and the human rights section of the Secretary-General's country reports; coordinate interaction within OHCHR and with human rights mechanisms and organizations, international non-governmental organizations and the Independent Expert on Mali and ensure effective communication and flow of information on human rights in Mali; support

the human rights component in its reporting obligations; provide analysis on the human rights situation in Mali to stakeholders, including donors, on actions and engagements needed to advance human rights in Mali, and to sustain progress made in the areas of protection of human rights, including protection of civilians; and support programming for technical cooperation projects by supporting fundraising, as well as conducting monitoring, evaluation and reporting to donors on implementation rates. Should the post not be established, the Office's resources would continue to be diverted from their original functions of servicing activities and mandates related to the Human Rights Council and treaty bodies, and support to peacekeeping missions on human rights would remain inadequate.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2012/13)	*Apportionment (2013/14)*	*Cost estimates (2014/15)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	–	223.0	807.7	584.7	262.2
II. Non-post resources					
Official travel	–	209.3	221.9	12.6	6.0
Facilities and infrastructure	–	58.6	76.0	17.4	29.7
Communications	–	5.2	40.5	35.3	678.8
Information technology	–	6.3	9.9	3.6	57.1
Other supplies, services and equipment	–	50.0	50.0	–	–
Subtotal, II	**–**	**329.4**	**398.3**	**68.9**	**20.9**
Total	**–**	**552.4**	**1 206.0**	**653.6**	**118.3**

(e) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$807.7	$584.7	262.2%

743. The provision would cover the salaries, common staff costs and staff assessments for the five proposed posts. The higher requirements are attributable to the proposed establishment of three new posts, offset by the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2013/14 (see para. 21 above).

	Cost estimates	*Variance*	
Official travel	$221.9	$12.6	6.0%

744. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessments/ consultation	134 600	6 technical assessments and operational support visits to peacekeeping operations, including those going into transition and drawdown, to review progress, analyse mandate, structure and resource implications, and provide input to mission leadership and direction to the human rights component about mandate implementation
		3 consultations on policy development, training, mandate implementation are held in New York by Geneva-based staff
		2 strategic and technical assessments to establish human rights needs for new mandated missions and participate in mission planning exercises
		Predeployment mission to establish human rights components for new missions, contribute to new mission planning processes and assist mission leadership with the identification of human rights priorities, and provide start-up human rights induction to newly deployed personnel
		2 consultations on human rights organized to provide operational guidance to peacekeeping military and police personnel
		6 briefings to Member States, regional organizations and groups of friends/contact groups on human rights developments in countries with a peacekeeping mission
Technical support	20 800	Quarterly consultations on strategic human rights priorities and planning in support of human rights components, notably for start-up and transition processes
		1 annual meeting of heads of human rights components of peace operations share lessons learned on mandate and policy implementation and to develop strategies to strengthen integration of human rights in peacekeeping operations
Training	66 500	4 DPKO specialized predeployment training materials for military and police personnel are supplemented with human rights content; 3 human rights trainings are delivered as part of DPKO predeployment training-of-trainer courses organized for police and military personnel and 2 specialized training courses on human rights for military peacekeeping personnel (40 participants) are organized jointly with troop-contributing countries, peacekeeping operations and DPKO
		1 video for training purposes featuring human rights examples, tools and good practices in preventing and responding to human rights crises in the context of mandates to protect civilians
Total	**221 900**	

745. The amount of $134,600 is proposed for travel to undertake the following mission planning/assessment/consultation activities: six strategic and technical assessment missions in the context of peacekeeping missions in a transition phase to review progress, to analyse mandate, structure and resource implications, and to provide input to mission leadership and direction to the human rights component

about mandate implementation ($70,800); consultations on the issue of human rights integration into United Nations police and military work with counterparts on policy and training in DPKO, which is key to ensure synergies, updates and consistent approaches, and to support the development of mission operational guidance for military peacekeeping personnel when confronted with human rights violations in two peacekeeping missions ($20,600); in the context of drawdown planning, consultations on human rights engagement and strategy in transition with government and legislative bodies in Haiti and Côte d'Ivoire ($15,100); the development of partnerships with the African Union and the European Union with regard to human rights mandate implementation ($14,200); and the provision of a standby capacity, particularly to fill a significant gap in critical human rights situations ($13,900).

746. The amount of $20,800 is proposed for travel to undertake the following technical support activities: internal consultations between New York- and Geneva-based human rights staff, participation in and the presentation of sessions on human rights topics during the annual meeting of heads of field presences held by the Office, and debriefings to senior management on key strategic developments for the establishment of a peacekeeping human rights component or the exit strategy of an operation in transition, to ensure alignment with strategic priorities and programmes, including those related to donor funding and engagement with Member States on human rights in peacekeeping ($20,800). The proposed travel resources reflect efficiencies as a result of scheduling consultations around key events, including annual retreats and meetings with regard to peacekeeping.

747. The amount of $66,500 is proposed for travel to undertake the following training activities: facilitating specialized training-of-trainers courses on human rights for military personnel, to be organized jointly with United Nations peacekeeping operations and troop-contributing countries and in consultation with the Integrated Training Services of DPKO ($35,800); conducting human rights training at the training-of-trainers predeployment training for United Nations police and military personnel, organized by Member States, regional organizations and the Integrated Training Service of DPKO ($22,000); and gathering footage of good practices in preventing and responding to human rights crises in the context of mandates to protect civilians, for training tools ($8,700).

748. The higher requirements are attributable to the volume and quality of support for and consultation, coordination and cooperation on human rights issues in peacekeeping.

	Cost estimates	*Variance*	
Facilities and infrastructure	$76.0	$17.4	29.7%

749. An amount of $76,000 is proposed to provide for the rental of office premises, common services and non-recurring requirements for alterations and furniture in connection with proposed new posts for the regional office in Geneva ($73,500), and the acquisition of office supplies ($2,500).

750. The higher requirements are attributable to the proposal to establish three new posts.

	Cost estimates	Variance	
Communications	$40.5	$35.3	678.8%

751. An amount of $40,500 is proposed to provide for charges for commercial communications services and the acquisition of equipment in connection with proposed new posts, associated with mobile devices ($37,000) and desktop phones ($3,500), estimated on the basis of standard rates derived from past expenditure trends and planned usage.

752. The higher requirements are attributable to standard communications associated with the proposal to establish three new posts, and planned user charges for 2014/15, which were not anticipated for 2013/14.

	Cost estimates	Variance	
Information technology	$9.9	$3.6	57.1%

753. An amount of $9,900 is proposed to provide for: standard resources for the maintenance and repair of information technology equipment, based on the standard service-level agreements established by OICT ($7,500); the support account share of the central information technology infrastructure costs ($300) (information storage and backup, application hosting, departmental servers and other services) derived from past expenditure patterns; and the acquisition of standard equipment in connection with the proposed new posts ($2,100).

754. The higher requirements are attributable to standard technology associated with the proposal to establish three new posts.

	Cost estimates	Variance	
Other supplies, services and equipment	$50.0	–	–

755. An amount of $50,000 is proposed to cover the cost of editing, layout and printing of a training package on human rights for military peacekeepers ($30,000) and conference services for the organization of workshops and annual consultations ($20,000).

IV. Action to be taken by the General Assembly

756. **The actions to be taken by the General Assembly are as follows:**

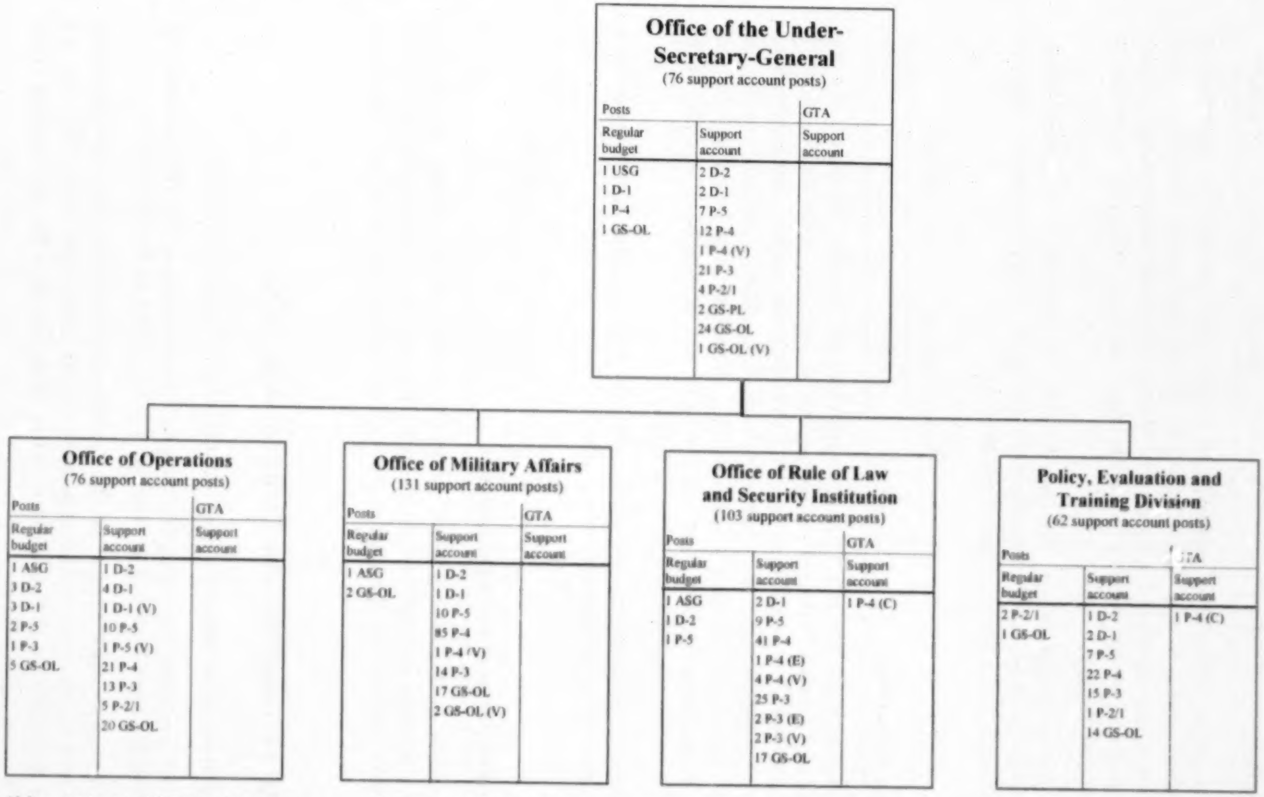
(a) **To approve the support account requirements in the amount of $327,370,900 for the 12-month period from 1 July 2014 to 30 June 2015;**

(b) **To apply the excess of the authorized level of the Peacekeeping Reserve Fund in respect of the financial period ended 30 June 2013 in the amount of $838,800 to the support account requirements for the period from 1 July 2014 to 30 June 2015;**

(c) **To prorate the balance of $326,523,100 among the budgets of the active peacekeeping operations for the financial period from 1 July 2014 to 30 June 2015.**

Annex I

Proposed staffing of the Department of Peacekeeping Operations for the period from 1 July 2014 to 30 June 2015



Office of the Under-Secretary-General
(76 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 1 D-1 1 P-4 1 GS-OL	2 D-2 2 D-1 7 P-5 12 P-4 1 P-4 (V) 21 P-3 4 P-2/1 2 GS-PL 24 GS-OL 1 GS-OL (V)	

Office of Operations
(76 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 3 D-2 3 D-1 2 P-5 1 P-3 5 GS-OL	1 D-2 4 D-1 1 D-1 (V) 10 P-5 1 P-5 (V) 21 P-4 13 P-3 5 P-2/1 20 GS-OL	

Office of Military Affairs
(131 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 2 GS-OL	1 D-2 1 D-1 10 P-5 85 P-4 1 P-4 (V) 14 P-3 17 GS-OL 2 GS-OL (V)	

Office of Rule of Law and Security Institution
(103 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 1 D-2 1 P-5	2 D-1 9 P-5 41 P-4 1 P-4 (E) 4 P-4 (V) 25 P-3 2 P-3 (E) 2 P-3 (V) 17 GS-OL	1 P-4 (C)

Policy, Evaluation and Training Division
(62 support account posts)

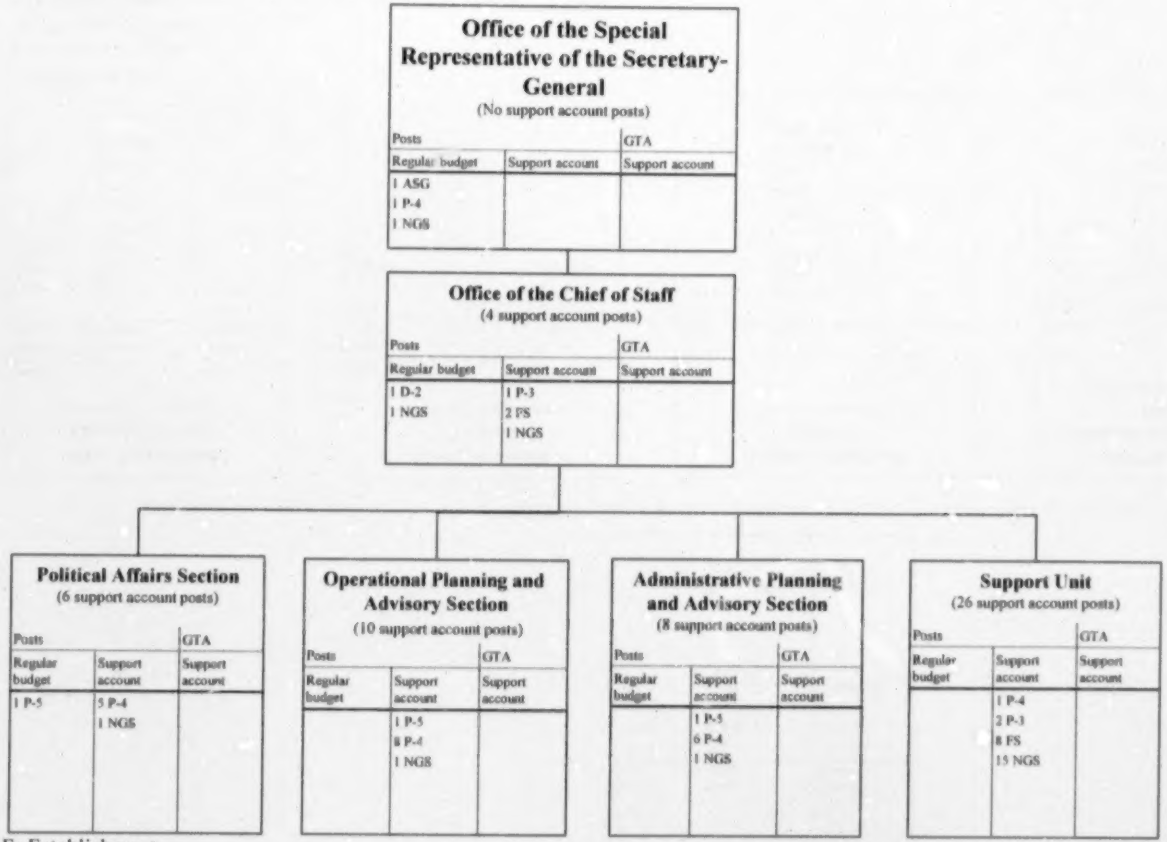
Posts		GTA
Regular budget	Support account	Support account
2 P-2/1 1 GS-OL	1 D-2 2 D-1 7 P-5 22 P-4 15 P-3 1 P-2/1 14 GS-OL	1 P-4 (C)

Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); GTA, general temporary assistance; USG, Under-Secretary-General.

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex II

Proposed staffing of the United Nations Office to the African Union for the period from 1 July 2014 to 30 June 2015



Office of the Special Representative of the Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 1 P-4 1 NGS		

Office of the Chief of Staff
(4 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 NGS	1 P-3 2 FS 1 NGS	

Political Affairs Section
(6 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5	5 P-4 1 NGS	

Operational Planning and Advisory Section
(10 support account posts)

Posts		GTA
Regular budget	Support account	Support account
	1 P-5 8 P-4 1 NGS	

Administrative Planning and Advisory Section
(8 support account posts)

Posts		GTA
Regular budget	Support account	Support account
	1 P-5 6 P-4 1 NGS	

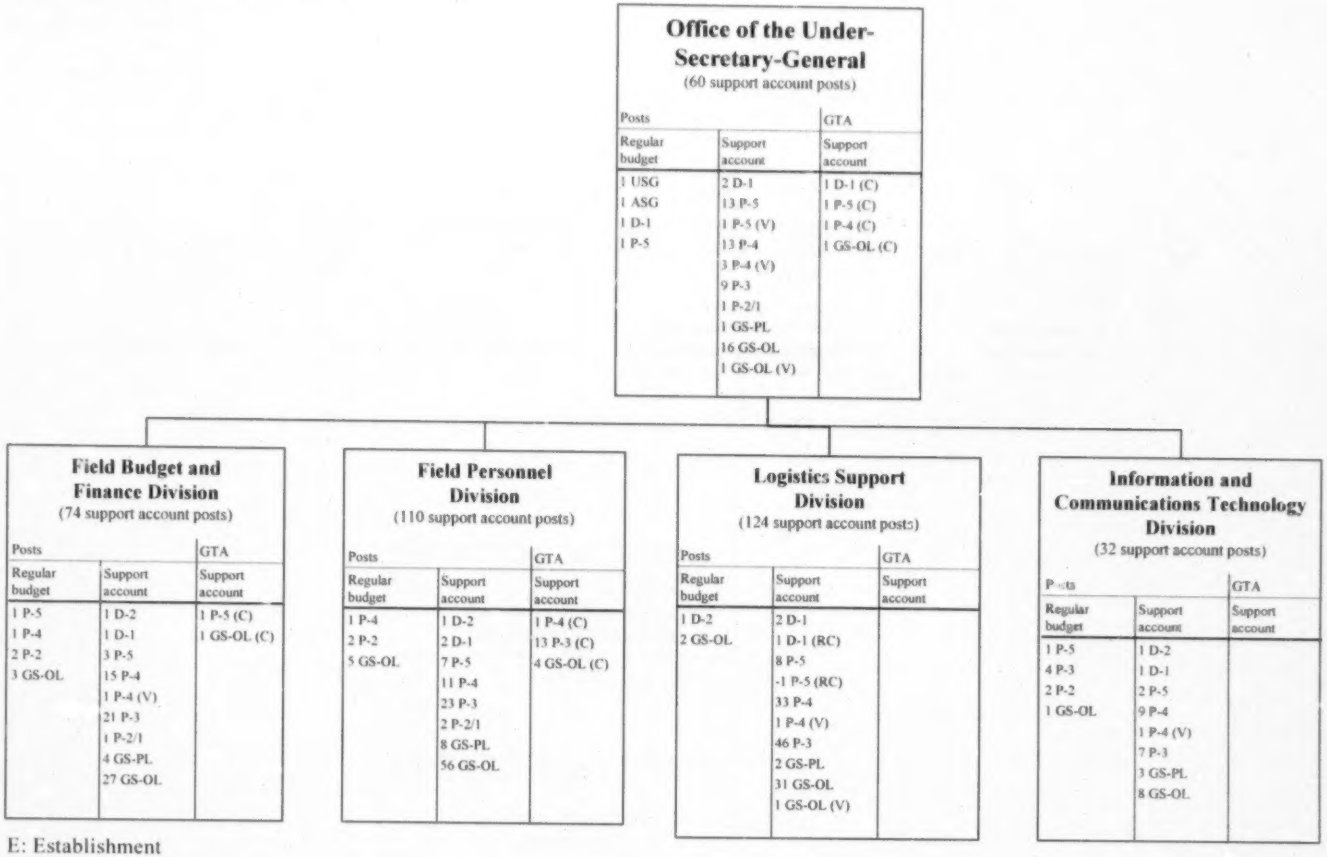
Support Unit
(26 support account posts)

Posts		GTA
Regular budget	Support account	Support account
	1 P-4 2 P-3 8 FS 15 NGS	

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex III

Proposed staffing of the Department of Field Support for the period from 1 July 2014 to 30 June 2015



Office of the Under-Secretary-General
(60 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 1 ASG 1 D-1 1 P-5	2 D-1 13 P-5 1 P-5 (V) 13 P-4 3 P-4 (V) 9 P-3 1 P-2/1 1 GS-PL 16 GS-OL 1 GS-OL (V)	1 D-1 (C) 1 P-5 (C) 1 P-4 (C) 1 GS-OL (C)

Field Budget and Finance Division
(74 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 1 P-4 2 P-2 3 GS-OL	1 D-2 1 D-1 3 P-5 15 P-4 1 P-4 (V) 21 P-3 1 P-2/1 4 GS-PL 27 GS-OL	1 P-5 (C) 1 GS-OL (C)

Field Personnel Division
(110 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-4 2 P-2 5 GS-OL	1 D-2 2 D-1 7 P-5 11 P-4 23 P-3 2 P-2/1 8 GS-PL 56 GS-OL	1 P-4 (C) 13 P-3 (C) 4 GS-OL (C)

Logistics Support Division
(124 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 GS-OL	2 D-1 1 D-1 (RC) 8 P-5 -1 P-5 (RC) 33 P-4 1 P-4 (V) 46 P-3 2 GS-PL 31 GS-OL 1 GS-OL (V)	

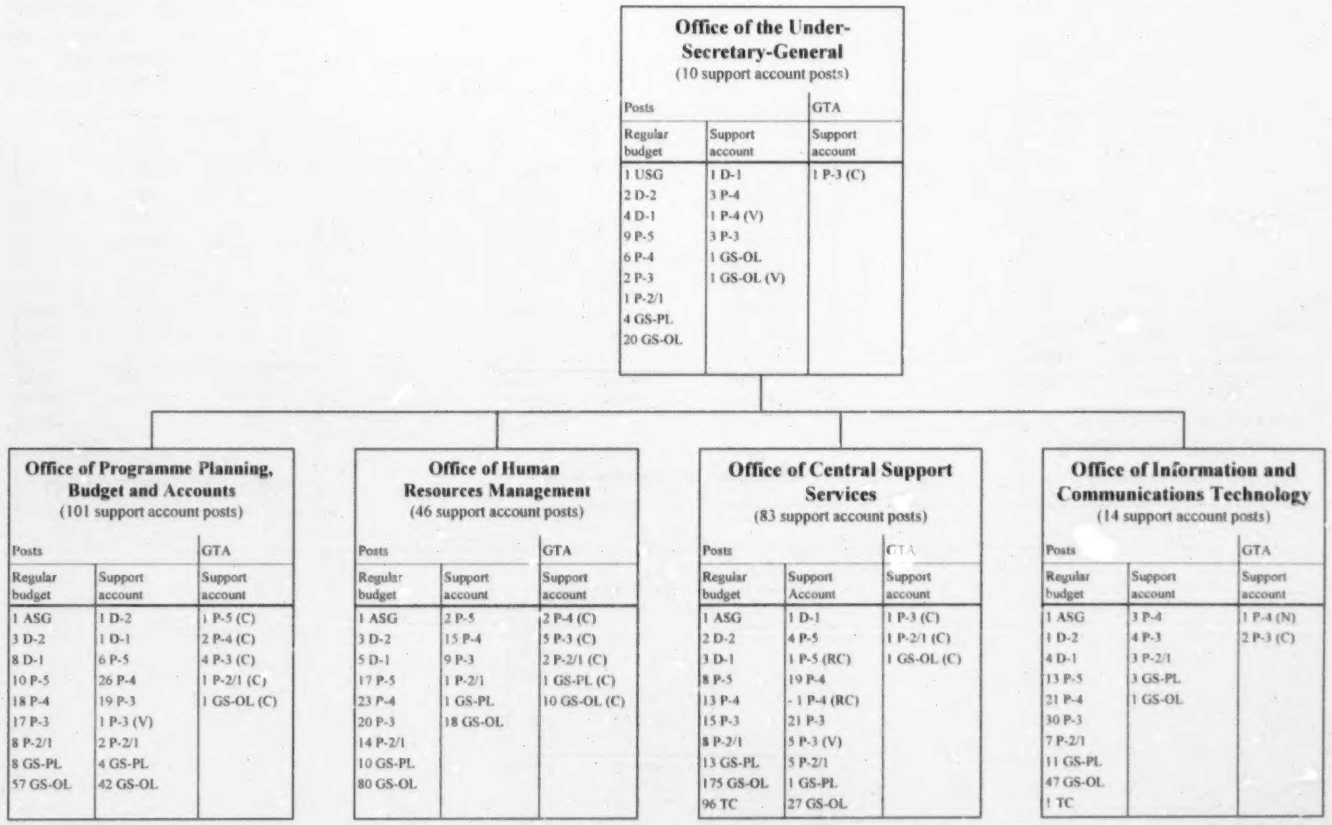
Information and Communications Technology Division
(32 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 4 P-3 2 P-2 1 GS-OL	1 D-2 1 D-1 2 P-5 9 P-4 1 P-4 (V) 7 P-3 3 GS-PL 8 GS-OL	

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex IV

Proposed staffing of the Department of Management for the period from 1 July 2014 to 30 June 2015



Office of the Under-Secretary-General
(10 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG	1 D-1	1 P-3 (C)
2 D-2	3 P-4	
4 D-1	1 P-4 (V)	
9 P-5	3 P-3	
6 P-4	1 GS-OL	
2 P-3	1 GS-OL (V)	
1 P-2/1		
4 GS-PL		
20 GS-OL		

Office of Programme Planning, Budget and Accounts
(101 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	1 D-2	1 P-5 (C)
3 D-2	1 D-1	2 P-4 (C)
8 D-1	6 P-5	4 P-3 (C)
10 P-5	26 P-4	1 P-2/1 (C)
18 P-4	19 P-3	1 GS-OL (C)
17 P-3	1 P-3 (V)	
8 P-2/1	2 P-2/1	
8 GS-PL	4 GS-PL	
57 GS-OL	42 GS-OL	

Office of Human Resources Management
(46 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	2 P-5	2 P-4 (C)
3 D-2	15 P-4	5 P-3 (C)
5 D-1	9 P-3	2 P-2/1 (C)
17 P-5	1 P-2/1	1 GS-PL (C)
23 P-4	1 GS-PL	10 GS-OL (C)
20 P-3	18 GS-OL	
14 P-2/1		
10 GS-PL		
80 GS-OL		

Office of Central Support Services
(83 support account posts)

Posts		GTA
Regular budget	Support Account	Support account
1 ASG	1 D-1	1 P-3 (C)
2 D-2	4 P-5	1 P-2/1 (C)
3 D-1	1 P-5 (RC)	1 GS-OL (C)
8 P-5	19 P-4	
13 P-4	- 1 P-4 (RC)	
15 P-3	21 P-3	
8 P-2/1	5 P-3 (V)	
13 GS-PL	5 P-2/1	
175 GS-OL	1 GS-PL	
96 TC	27 GS-OL	

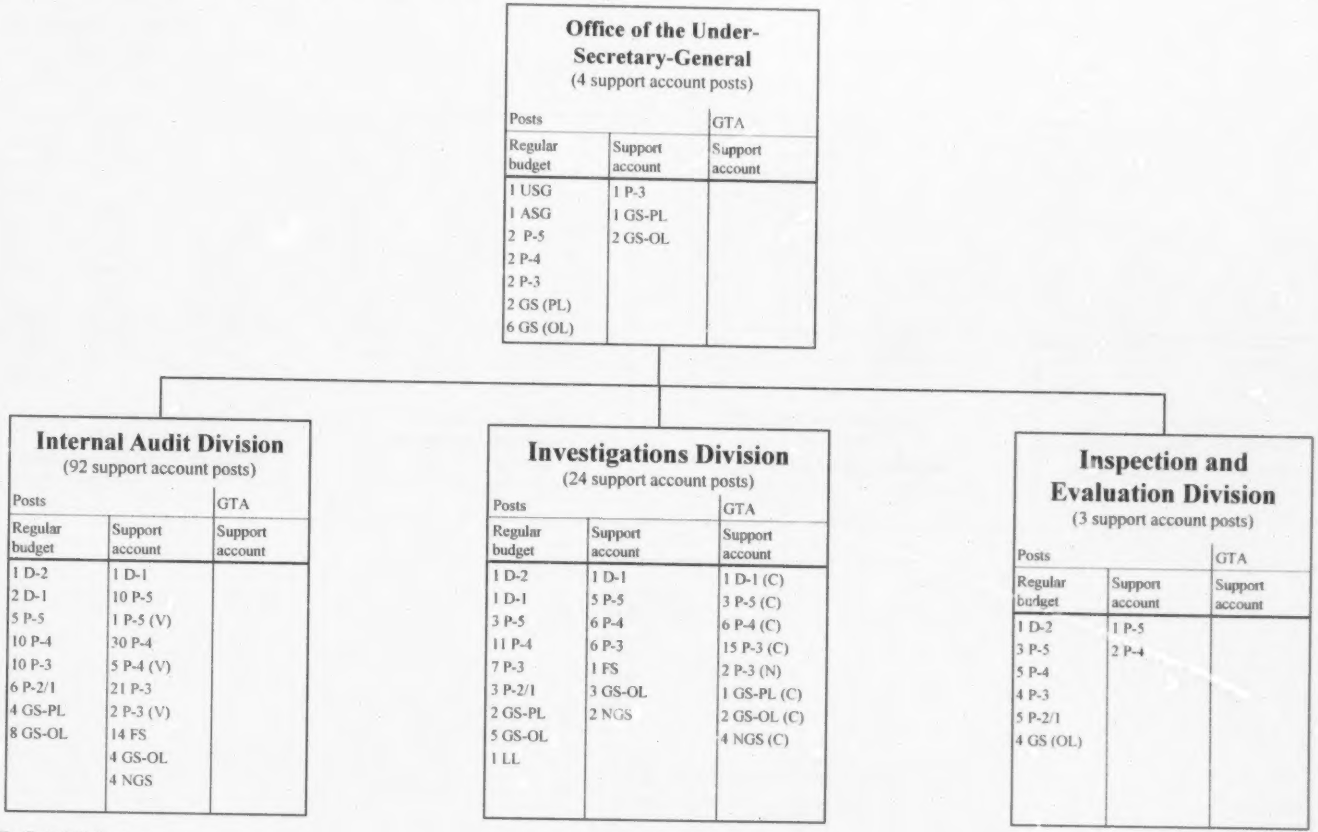
Office of Information and Communications Technology
(14 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	3 P-4	1 P-4 (N)
1 D-2	4 P-3	2 P-3 (C)
4 D-1	3 P-2/1	
13 P-5	3 GS-PL	
21 P-4	1 GS-OL	
30 P-3		
7 P-2/1		
11 GS-PL		
47 GS-OL		
1 TC		

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex V

Proposed staffing of the Office of Internal Oversight Services for the period from 1 July 2014 to 30 June 2015



Office of the Under-Secretary-General
(4 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 1 ASG 2 P-5 2 P-4 2 P-3 2 GS (PL) 6 GS (OL)	1 P-3 1 GS-PL 2 GS-OL	

Internal Audit Division
(92 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 5 P-5 10 P-4 10 P-3 6 P-2/1 4 GS-PL 8 GS-OL	1 D-1 10 P-5 1 P-5 (V) 30 P-4 5 P-4 (V) 21 P-3 2 P-3 (V) 14 FS 4 GS-OL 4 NGS	

Investigations Division
(24 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 3 P-5 11 P-4 7 P-3 3 P-2/1 2 GS-PL 5 GS-OL 1 LL	1 D-1 5 P-5 6 P-4 6 P-3 1 FS 3 GS-OL 2 NGS	1 D-1 (C) 3 P-5 (C) 6 P-4 (C) 15 P-3 (C) 2 P-3 (N) 1 GS-PL (C) 2 GS-OL (C) 4 NGS (C)

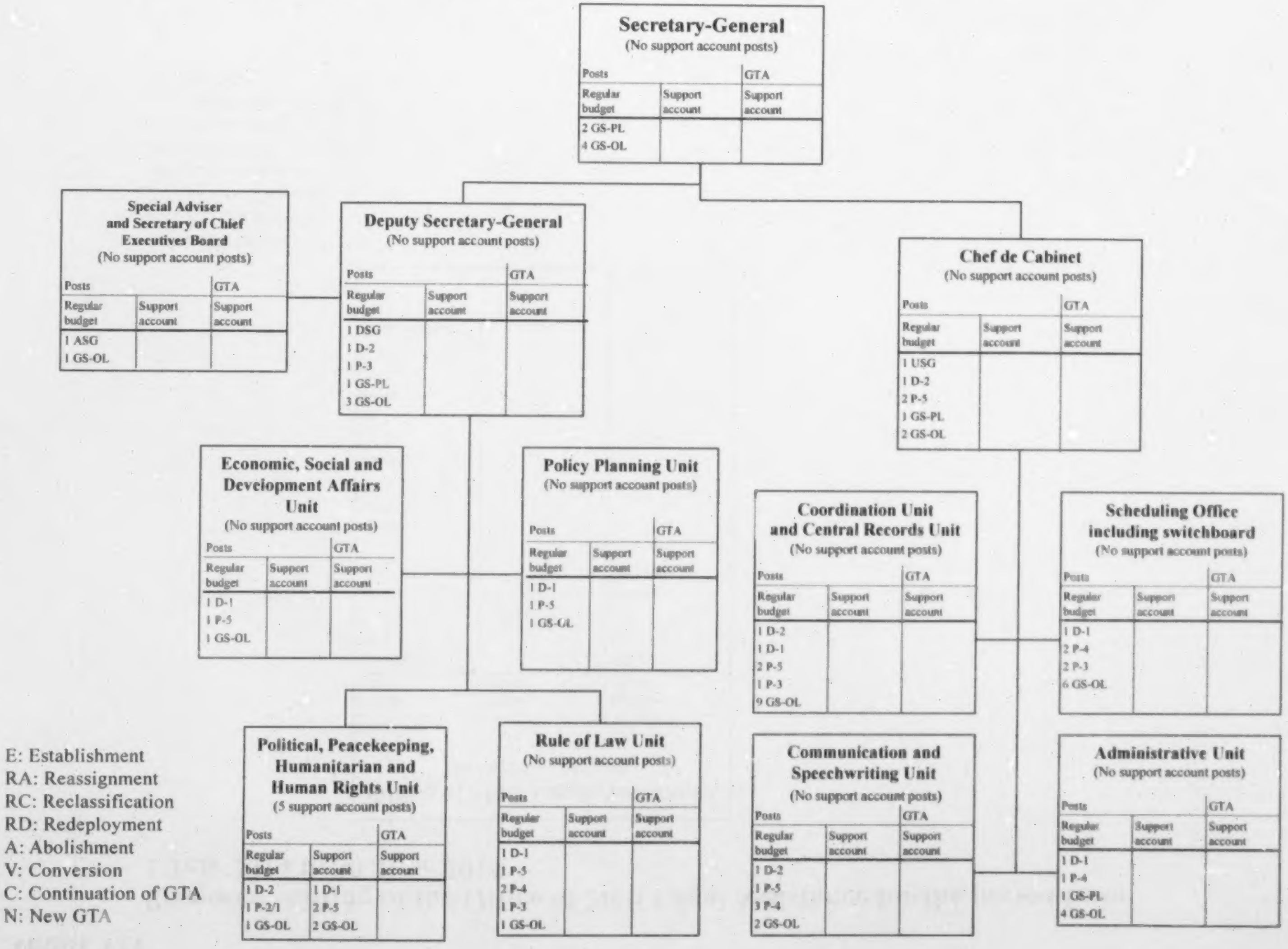
Inspection and Evaluation Division
(3 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 3 P-5 5 P-4 4 P-3 5 P-2/1 4 GS (OL)	1 P-5 2 P-4	

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex VI

Proposed staffing of the Executive Office of the Secretary-General for the period from 1 July 2014 to 30 June 2015



Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
2 GS-PL 4 GS-OL		

Special Adviser and Secretary of Chief Executives Board
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 1 GS-OL		

Deputy Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 DSG 1 D-2 1 P-3 1 GS-PL 3 GS-OL		

Chef de Cabinet
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 1 D-2 2 P-5 1 GS-PL 2 GS-OL		

Economic, Social and Development Affairs Unit
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-1 1 P-5 1 GS-OL		

Policy Planning Unit
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-1 1 P-5 1 GS-OL		

Coordination Unit and Central Records Unit
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 2 P-5 1 P-3 9 GS-OL		

Scheduling Office including switchboard
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-1 2 P-4 2 P-3 6 GS-OL		

Political, Peacekeeping, Humanitarian and Human Rights Unit
(5 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 P-2/1 1 GS-OL	1 D-1 2 P-5 2 GS-OL	

Rule of Law Unit
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-1 1 P-5 2 P-4 1 P-3 1 GS-OL		

Communication and Speechwriting Unit
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 P-5 3 P-4 2 GS-OL		

Administrative Unit
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-1 1 P-4 1 GS-PL 4 GS-OL		

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex VII

Proposed staffing of the Office of Staff Legal Assistance for the period from 1 July 2014 to 30 June 2015

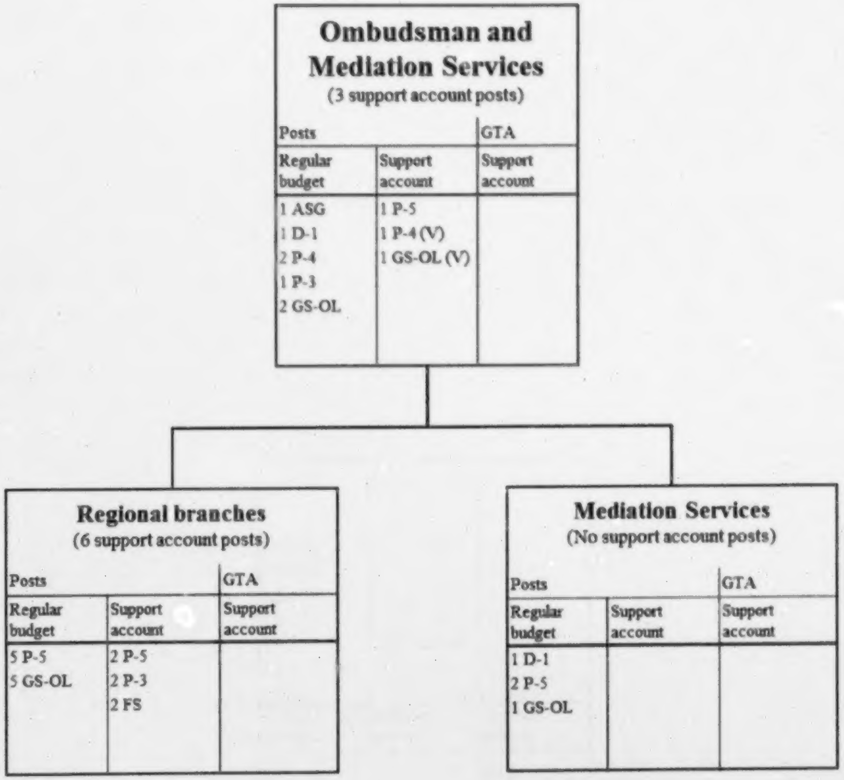
Office of Staff Legal Assistance
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
New York 1 P-5 1 P-3 1 P-2/1 3 GS-OL Geneva 1 P-3 Nairobi 1 P-3 Beirut 1 P-3 Addis Ababa 1 P-3		Nairobi 1 P-3 (C) Entebbe 1 P-3 (N)

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex VIII

Proposed staffing of the Office of United Nations Ombudsman and Mediation Services for the period from 1 July 2014 to 30 June 2015



Ombudsman and Mediation Services
(3 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 1 D-1 2 P-4 1 P-3 2 GS-OL	1 P-5 1 P-4 (V) 1 GS-OL (V)	

Regional branches
(6 support account posts)

Posts		GTA
Regular budget	Support account	Support account
5 P-5 5 GS-OL	2 P-5 2 P-3 2 FS	

Mediation Services
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-1 2 P-5 1 GS-OL		

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex IX

Proposed staffing of the Ethics Office for the period from 1 July 2014 to 30 June 2015

Ethics Office

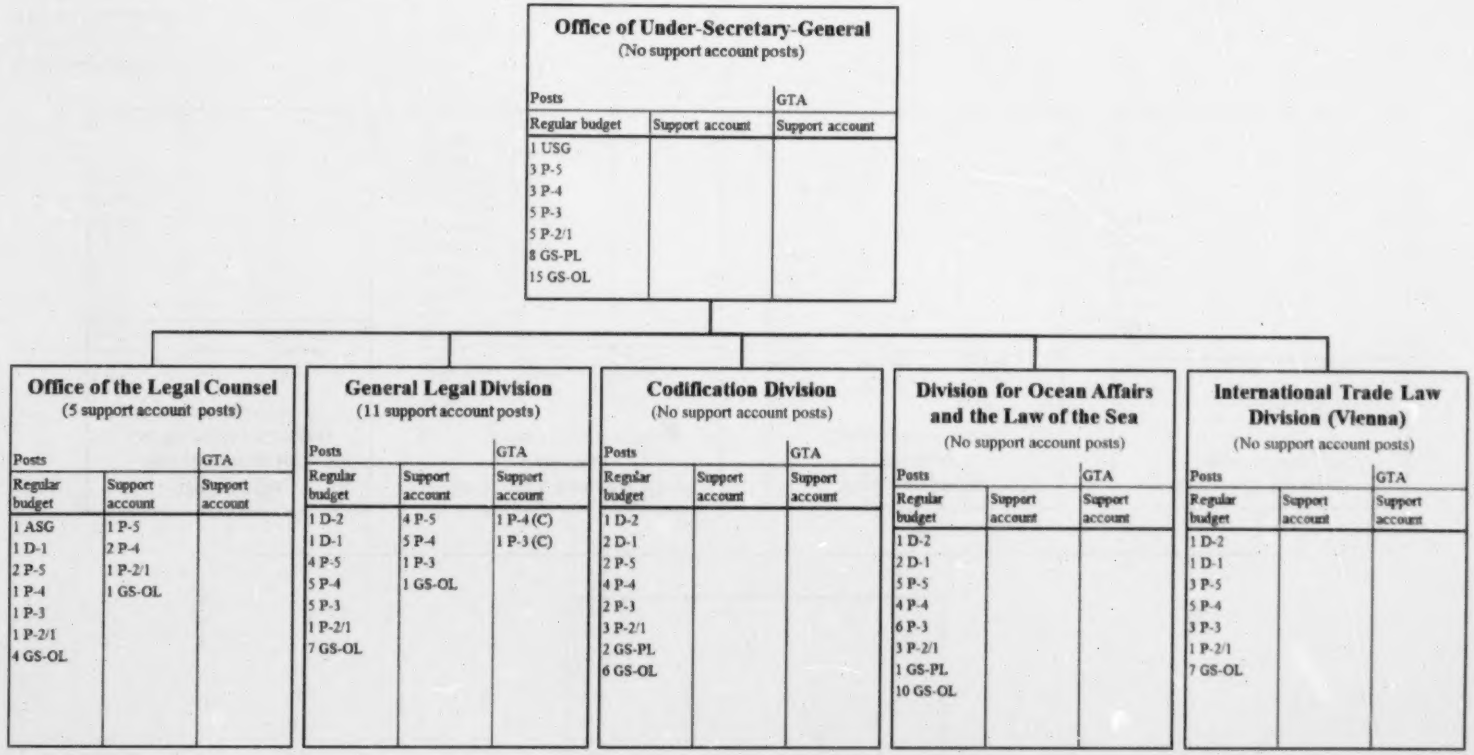
(3 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 P-5 1 P-4 2 P-3 1 P-2/1 1 GS-PL 1 GS-OL	1 P-5 (E) 1 P-3 1 GS-OL (V)	

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex X

Proposed staffing of the Office of Legal Affairs for the period from 1 July 2014 to 30 June 2015



Office of Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 3 P-5 3 P-4 5 P-3 5 P-2/1 8 GS-PL 15 GS-OL		

Office of the Legal Counsel
(5 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 1 D-1 2 P-5 1 P-4 1 P-3 1 P-2/1 4 GS-OL	1 P-5 2 P-4 1 P-2/1 1 GS-OL	

General Legal Division
(11 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 4 P-5 5 P-4 5 P-3 1 P-2/1 7 GS-OL	4 P-5 5 P-4 1 P-3 1 GS-OL	1 P-4 (C) 1 P-3 (C)

Codification Division
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 2 P-5 4 P-4 2 P-3 3 P-2/1 2 GS-PL 6 GS-OL		

Division for Ocean Affairs and the Law of the Sea
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 5 P-5 4 P-4 6 P-3 3 P-2/1 1 GS-PL 10 GS-OL		

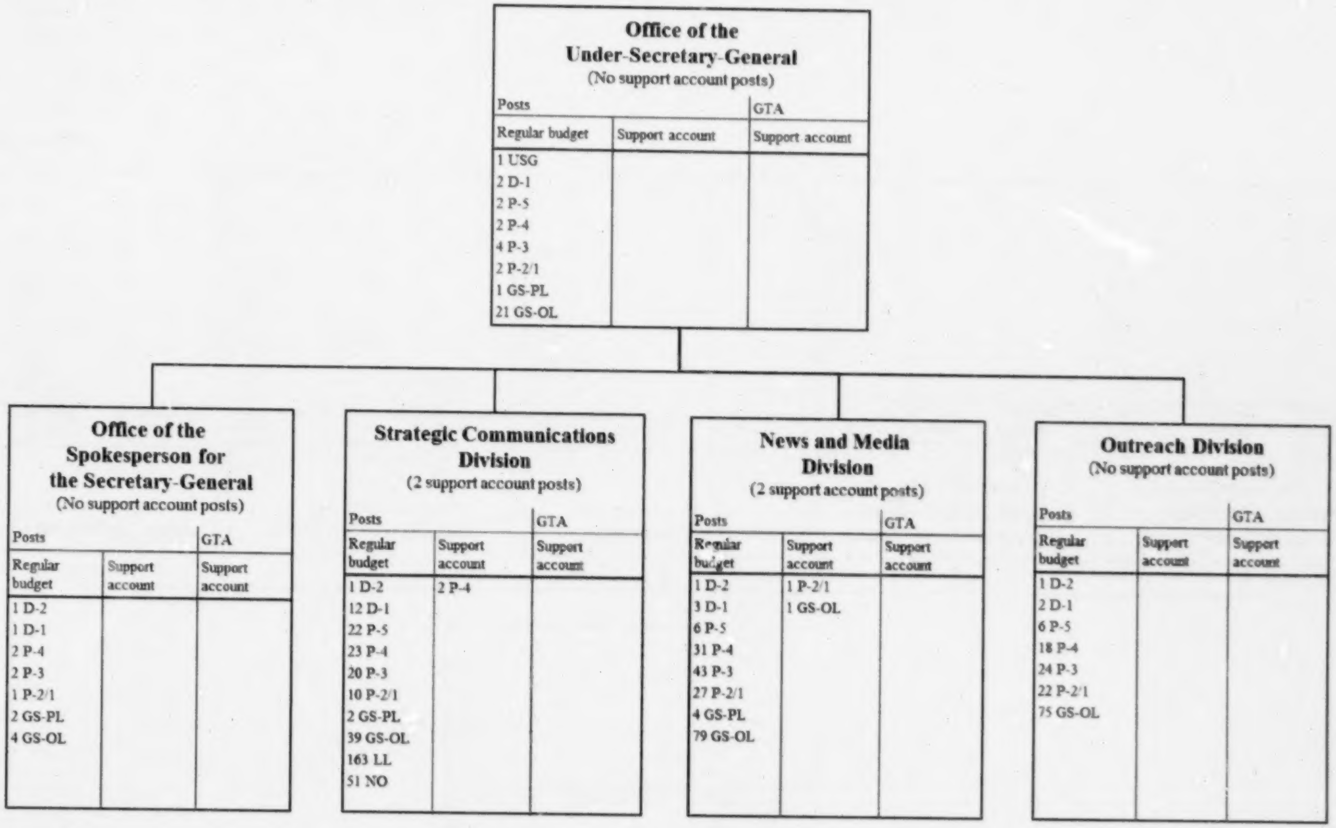
International Trade Law Division (Vienna)
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 3 P-5 5 P-4 3 P-3 1 P-2/1 7 GS-OL		

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex XI

Proposed staffing of the Department of Public Information for the period from 1 July 2014 to 30 June 2015



Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 2 D-1 2 P-5 2 P-4 4 P-3 2 P-2/1 1 GS-PL 21 GS-OL		

Office of the Spokesperson for the Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 2 P-4 2 P-3 1 P-2/1 2 GS-PL 4 GS-OL		

Strategic Communications Division
(2 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 12 D-1 22 P-5 23 P-4 20 P-3 10 P-2/1 2 GS-PL 39 GS-OL 163 LL 51 NO	2 P-4	

News and Media Division
(2 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 3 D-1 6 P-5 31 P-4 43 P-3 27 P-2/1 4 GS-PL 79 GS-OL	1 P-2/1 1 GS-OL	

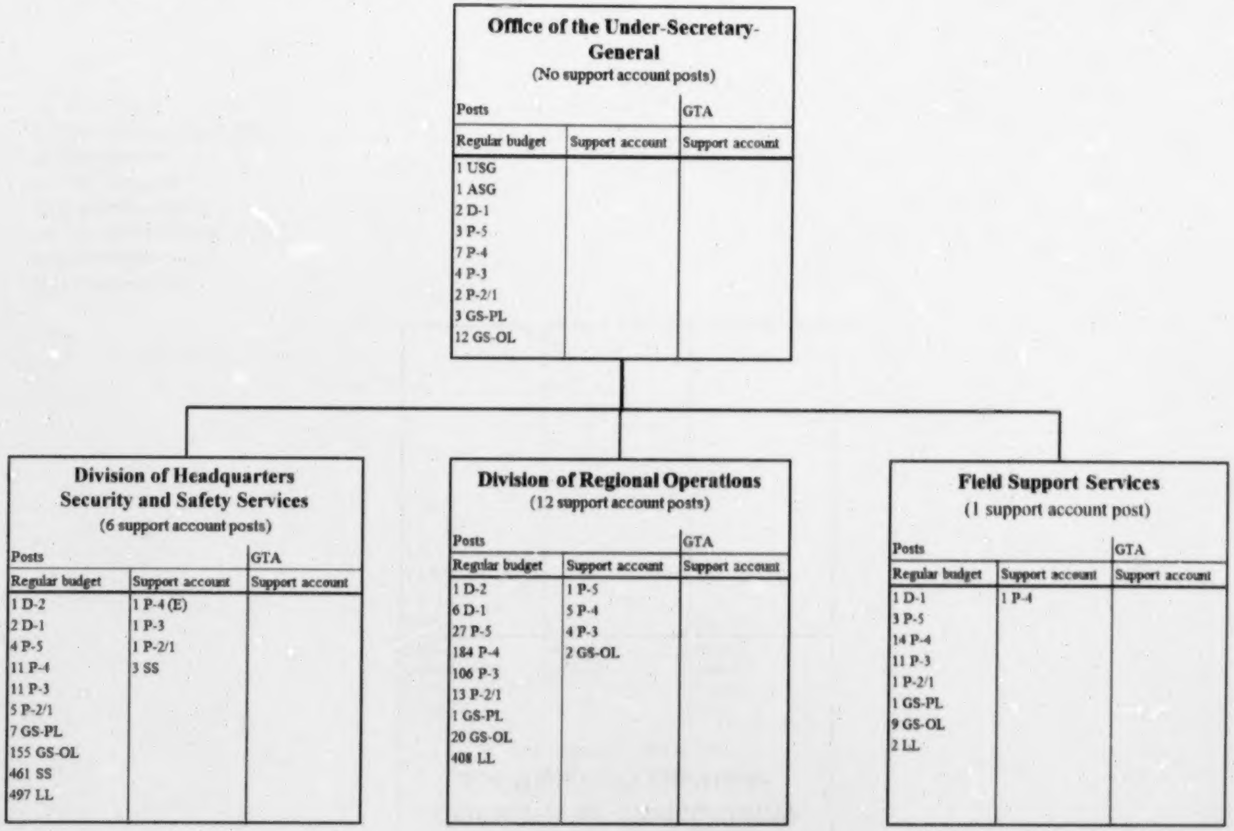
Outreach Division
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 6 P-5 18 P-4 24 P-3 22 P-2/1 75 GS-OL		

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex XII

Proposed staffing of the Department of Safety and Security for the period from 1 July 2014 to 30 June 2015



Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 1 ASG 2 D-1 3 P-5 7 P-4 4 P-3 2 P-2/1 3 GS-PL 12 GS-OL		

Division of Headquarters Security and Safety Services
(6 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 4 P-5 11 P-4 11 P-3 5 P-2/1 7 GS-PL 155 GS-OL 461 SS 497 LL	1 P-4 (E) 1 P-3 1 P-2/1 3 SS	

Division of Regional Operations
(12 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 6 D-1 27 P-5 184 P-4 106 P-3 13 P-2/1 1 GS-PL 20 GS-OL 408 LL	1 P-5 5 P-4 4 P-3 2 GS-OL	

Field Support Services
(1 support account post)

Posts		GTA
Regular budget	Support account	Support account
1 D-1 3 P-5 14 P-4 11 P-3 1 P-2/1 1 GS-PL 9 GS-OL 2 LL	1 P-4	

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex XIII

Proposed staffing of the secretariat of the Advisory Committee on Administrative and Budgetary Questions for the period from 1 July 2014 to 30 June 2015

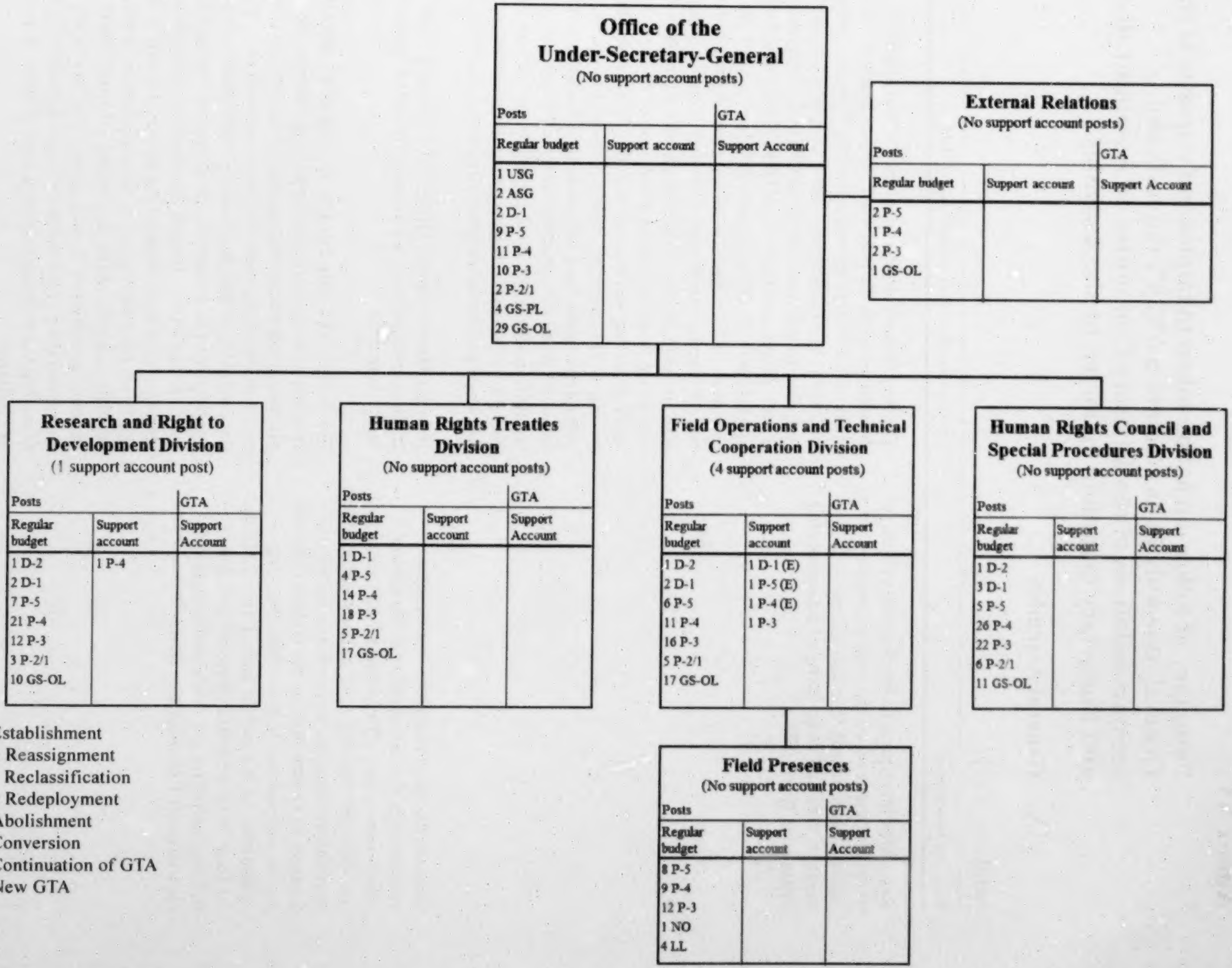
Secretariat of the Advisory Committee on Administrative and Budgetary Questions
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 2 P-5 3 P-4 1 GS-PL 3 GS-OL		1 P-4 (C)

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex XIV

Proposed staffing of the Office of the United Nations High Commissioner for Human Rights for the period from 1 July 2014 to 30 June 2015



Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support Account
1 USG 2 ASG 2 D-1 9 P-5 11 P-4 10 P-3 2 P-2/1 4 GS-PL 29 GS-OL		

External Relations
(No support account posts)

Posts		GTA
Regular budget	Support account	Support Account
2 P-5 1 P-4 2 P-3 1 GS-OL		

Research and Right to Development Division
(1 support account post)

Posts		GTA
Regular budget	Support account	Support Account
1 D-2 2 D-1 7 P-5 21 P-4 12 P-3 3 P-2/1 10 GS-OL	1 P-4	

Human Rights Treaties Division
(No support account posts)

Posts		GTA
Regular budget	Support account	Support Account
1 D-1 4 P-5 14 P-4 18 P-3 5 P-2/1 17 GS-OL		

Field Operations and Technical Cooperation Division
(4 support account posts)

Posts		GTA
Regular budget	Support account	Support Account
1 D-2 2 D-1 6 P-5 11 P-4 16 P-3 5 P-2/1 17 GS-OL	1 D-1 (E) 1 P-5 (E) 1 P-4 (E) 1 P-3	

Human Rights Council and Special Procedures Division
(No support account posts)

Posts		GTA
Regular budget	Support account	Support Account
1 D-2 3 D-1 5 P-5 26 P-4 22 P-3 6 P-2/1 11 GS-OL		

Field Presences
(No support account posts)

Posts		GTA
Regular budget	Support account	Support Account
8 P-5 9 P-4 12 P-3 1 NO 4 LL		

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex XV

Summary of follow-up action taken to implement requests of the General Assembly in its resolution 67/287, requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

Resolution 67/287

Request recommendation	*Action taken to implement request recommendation*
Reiterates its request to the Secretary-General to review the level of the support account on a regular basis, taking into consideration the number, size and complexity of peacekeeping operations (para. 12)	The Secretariat considers that the current approach to the determination of the proposed support account requirements is in compliance with the request of the General Assembly and with the recommendations of the Advisory Committee endorsed by the Assembly. The Controller, together with the Under-Secretaries-General of DPKO, DFS and the Department of Management, which represent 82 per cent of the total resources of the support account, meet at the beginning of the budget preparation process to review the anticipated number, size and complexity of the peacekeeping missions for the upcoming financial period and to decide on the related overall level of the support account required to backstop these missions. This decision is then conveyed to the heads of the other departments and offices funded from the support account. In addition, all proposed and continuing support account posts are fully reviewed by all departments and offices in terms of changing operational requirements, the distribution of workload and actual responsibilities and functions carried out
Stresses the need to ensure that training programmes are delivered with maximum effectiveness and efficiency and that there is a link between training programmes and mandate implementation, and requests the Secretary-General to ensure that, in the budget proposal for the support account for peacekeeping operations for the period from 1 July 2014 to 30 June 2015, resource requirements for training activities are made on the basis of clearly identified priorities (para. 20)	In accordance with the DPKO/DFS Training Policy, proposed training programmes are directly linked to mandate implementation For the period 1 July 2014 to 30 June 2015, the DPKO/DFS training priorities are: (a) supporting Member States with planned predeployment training-of-trainers courses, training recognition visits, mobile training support activities, and development of training materials to remain current with and applicable to new dimensions in peacekeeping; (b) providing medical and safety-related training; (c) strengthening strategic guidance, monitoring and evaluation of training in the field; (d) training senior management in peacekeeping-specific issues; and (e) supporting priority DPKO and DFS training activities at Headquarters. The Senior Mission Administrative and Resource Training (SMART) and Member State-related training remain a high priority (e.g., protection of civilians)

Request recommendation	*Action taken to implement request recommendation*
	The DPKO/DFS training proposal reflects a reduction of approximately 50 per cent compared with approved training resources for 2009/10. This reduction has been achieved by reducing logistical and administrative costs and prioritizing job-specific and technical training requests. DPKO and DFS continue to take measures to maximize the efficient use of funds allocated to training, including: rigorous review of travel for training; use of ICT and regionalization of training; reduction in the numbers of trainers and participants in programmes, to the maximum extent possible; and reductions in fees and services, achieved by using United Nations facilities where possible and by seeking maximum in-kind support from countries that host regional training activities organized by the Department The Global Peacekeeping Training Needs Assessment, completed by the Integrated Training Service in 2013, focused specifically on training required to enhance mandate implementation. The assessment will help to guide the establishment of future priorities for training for Headquarters and peacekeeping missions. Upon reviewing the assessment, a standing subgroup on learning and training was established, composed of senior staff of the two Departments, in order to ensure that training programmes are aligned with programme priorities In the Department of Management, the Office of Human Resources Management and the Office of Central Support Services, ensure maximum efficiency of training programmes by leveraging Internet technology and, therefore, reducing travel expenses, while simultaneously providing flexibility to participants. Maximum effectiveness is ensured through the assessment of the learning requirements using workshops, analysing past audit observations, and other tools. In assigning resources for training activities associated with procurement, priority is given to those training activities which have the most critical impact on the operations of the Division, and to specialized functions performed (e.g., logistics and transportation services, rations procurement, contracting) In OIOS, training programmes of the Internal Audit Division to be delivered are aimed at enhancing skill sets for auditing substantive programmes and other higher-risk areas in Mission Support. The training is tailored to enhance auditors' skills: (a) in assessing the adequacy and effectiveness of peacekeeping missions' governance, risk management and control processes; (b) in effectively implementing the annual Peacekeeping Audit Service workplan; and (c) in providing

Request recommendation	*Action taken to implement request recommendation*
	independent advice to management in peacekeeping missions. Training of resident auditors is held in Entebbe, as many of the resident auditors are located in peacekeeping missions in the region and have easy access to the Regional Service Centre. In the Investigations Division, on the basis of the results of the pilot project, training is to be coordinated under the Deputy Director in Vienna to ensure that highest priority will be given to the clear definition of learning priorities and the timely implementation of training programmes directly linked to the mandate. With the indicator of achievement as part of the results-based-budgeting framework of OIOS, the Investigations Division is planning to train personnel from peacekeeping missions on investigation techniques With regard to the Office of the Ombudsman and Mediation Services, resource requirements for training are aimed at enhancing the skills of staff to address workplace conflict, given the growing complexity of the nature of the cases. As the Office develops its programme of training in the conflict management competence of United Nations personnel, there is also a growing emphasis on equipping the staff of the Office to be able to provide training to United Nations staff and managers on conflict management
Notes the difficulties related to the secondment of active-duty military and police personnel against posts, and requests the Secretary-General to report to the General Assembly during the main part of its sixty-eighth session on proposals for its consideration, and, as an exceptional measure not to be extended beyond 31 December 2013, to facilitate the full participation of all Member States in seconding active-duty officers (para. 21)	The Secretary-General has submitted a report (A/68/615) which provided further background on the difficulties encountered with the secondment of active-duty military and police personnel, suggesting possible ways forward to address the conflicts between the United Nations Staff Regulations and Rules and national legislation in respect of those personnel. The General Assembly requested the Secretary-General to extend for a further three years the exceptional measures authorized in paragraph 21 of its resolution 67/287 and to intensify his engagement with Member States, with a view to identifying alternative solutions for addressing these conflicts. The Assembly also requested the Secretary-General to submit a report regarding developments on this issue and, if necessary, a new proposal for its consideration at the main part of its seventieth session
Reiterates its request contained in paragraph 65 of its resolution 67/255, notes that, while the government-provided personnel modality is aimed at facilitating the rapid deployment of specialized capabilities for short-term requirements or capabilities generally found only in national Governments, its use is not a substitute for staff, and requests the Secretary-General to ensure that the use of the	The government-provided personnel modality facilitates the rapid deployment of specialized capabilities for short-term requirements or capabilities generally found only in national Governments. It is not used to substitute for regular staff, and these individuals are not responsible for core functions. For those posts specifically earmarked for active-duty military and police personnel serving on secondment to the United Nations, these secondees serve on a rotational basis, with a normal two-year tour of duty and up to a four-year maximum.

Request recommendation	*Action taken to implement request recommendation*
government-provided personnel modality is in line with relevant results-based-budgeting frameworks and to provide justification when deployment of government-provided personnel is envisaged beyond one year (para. 22)	The tour of duty for government-provided justice and corrections personnel remains 12 months. There is a possibility for an extension of 6 or 12 months; however, this extension depends upon operational needs and the approval of the respective Member State
Stresses that the nature and functions of the Office of the Peacekeeping Strategic Partnership shall remain non-executive (para. 26)	The nature of the functions of the Office of the Peacekeeping Strategic Partnership has remained non-executive. The Director reports to both the Under-Secretary-General for Peacekeeping Operations and the Under-Secretary-General for Field Support. There has been no change to the existing peacekeeping command and control framework, and the Office does not appraise the performance of force commanders or police commissioners in peacekeeping operations
Requests the Secretary-General to appoint a Director of the Office of the Peacekeeping Strategic Partnership who has leadership experience in peacekeeping missions and is from a troop- or police-contributing country, taking into account the level of national contributions to peacekeeping operations (para. 27)	After an initial review of the applications, and in order to attract additional qualified candidates from diverse geographic locations, as well as additional qualified women candidates, the job opening was reissued on 25 November 2013 and closed on 25 December 2013. The selection process is now in progress. In order to expedite the programme activities assigned to the Office, a suitable interim appointment was made pending the outcome of the formal selection process
Requests that the Office of the Peacekeeping Strategic Partnership, in performing its functions, ensures effective coordination, consultation and dialogue with troop- and police-contributing countries (para. 31)	The Office will ensure effective coordination, consultation and dialogue with troop-contributing and police-contributing countries in carrying out its mandate. To that end, the Office is projected to brief members of the Special Committee on Peacekeeping Operations regarding the work of the Office during the 2014/15 period. In addition, the Office plans to give five briefings to Member States, including troop-contributing and police-contributing countries, as requested, on issues related to the work of the Office of the Peacekeeping Strategic Partnership. In order to preserve confidentiality, the Office's findings and recommendations will not be made public

B. Advisory Committee on Administrative and Budgetary Questions

(A/67/848)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee reiterates its view that the concept of integrated operational teams and its application should be kept under review and that its effectiveness should continue to be assessed in the light of experience gained and lessons learned. The Committee continues to hold the view that the number of integrated operational teams and the personnel capacity assigned to them to backstop peacekeeping missions should be adjusted to properly reflect changes in the overall level of peacekeeping operations. Furthermore, the Committee is not convinced of the need for integrated operational teams to support established or stable missions (see A/66/779, para. 24) (para. 14)	As approved by the General Assembly in its resolution 61/279, the resources approved for the integrated operational teams are flexibly assigned to teams to address the constantly changing scenarios and evolving operational requirements. In this regard, DPKO, in coordination with DFS counterparts, undertakes periodic reviews of the integrated operational team resources, based on the Departments' strategic planning assumptions for the existing and future needs, taking into account the volatility of political and operational environment on the ground In addition to missions undergoing deployment, change of mandate, and surges of activity or downsizing, integrated operational teams also benefit established or stable missions and enable Headquarters to provide integrated guidance that takes into account the multifaceted requirements of the missions on the ground. This function is essential in all phases of the life cycle of a mission. Furthermore, by virtue of their mandates, all United Nations peacekeeping operations continue to operate in highly volatile environments. Sudden changes in the operational context of steady-state missions require a high degree of preparedness, as demonstrated by UNIFIL in 2006, UNMEE in 2007, UNOMIG in 2008, MINUSTAH and MINURSO in 2010, UNOCI in 2010/11, MONUSCO in 2012 and UNDOF in 2012/13. The recent volatile situation in the Middle East and Northern Africa once again demonstrated the value of a focused, well-informed integrated team in addressing sudden changes in operational environment. The existence of the Middle East and Western Sahara integrated operational team enabled DPKO and DFS to offer rapid, effective and fully informed and integrated support to existing missions in that region and to provide contingency planning for the United Nations operations in Libya (which ultimately became UNSMIL) and in the Syrian Arab Republic (including the swift deployment and withdrawal of UNSMIS)
The Advisory Committee notes from the information provided to it that as at February 2013, the percentage of staff from troop- and police-contributing countries working in the Departments of Peacekeeping Operations and Field Support has remained essentially at the same level compared with the number of staff in April 2012 (a decrease of 1 per cent in the	The representation of troop- and police- contributing countries in the membership of the United Nations Secretariat is 117 countries, or 61 per cent. Taking into account their level of representation, the troop- and police-contributing representation in DPKO has steadily improved from 299 in April 2011 to 333 in October 2013. This equates to a 97 per cent representation rate from all troop- and police-contributing countries. For DFS, representation has steadily

Request/recommendation	*Action taken to implement request/recommendation*
Department of Peacekeeping Operations and an increase of 2 per cent in the Department of Field Support). The Advisory Committee recalls that the General Assembly had requested the Secretary-General to make further concrete efforts to ensure the proper representation of troop-contributing countries in the two Departments, taking into account their contribution to United Nations peacekeeping (see resolution 65/290, para. 7). The Advisory Committee reiterates its view that intensified efforts are required to improve representation of the countries concerned. The Committee requests that information on steps taken in this regard be included in the next report of the Secretary-General on the support account (see A/66/779, para. 28) (para. 18)	grown from 182 in April 2011 to 238 in October 2013. This equates to a 92 per cent representation rate from all troop- and police-contributing countries. Comparing the top 10 troop- and police-contributing countries as at October 2013 to their representation in the two departments in February 2013, there has been an increase in representation in DPKO by 16 per cent and in DFS by 10 per cent DPKO and DFS continue efforts to improve representation from troop- and police-contributing countries and consider troop and police contributing in the selection process for all personnel
In its consideration of the proposed budget for the support account for 2012/13, the Advisory Committee noted that a significant number of the general temporary positions had been in existence for three years or more, including dozens for four to five years and over. The Committee further notes from annex V to the present report that its earlier observation remains valid. The Advisory Committee, therefore, reiterates its view that the fact that so many positions have continued in the form of general temporary assistance for so many years is indicative of a need for a review of the functions concerned to determine whether they are indeed of a temporary or rather of a continuing nature. While the Advisory Committee understands that some of those positions may have arisen from the decisions of the General Assembly itself, it is of the view that the utilization of general temporary assistance positions should preserve budgetary transparency. In this connection, it recalls that general temporary assistance is intended for functions of a temporary nature (see A/66/779, para. 60) (para. 55)	In response to the view of the Advisory Committee that the fact that many general temporary assistance positions have continued for so many years is indicative of a need for review of the functions, a review of the nature of the functions undertaken by temporary assistance has resulted in a proposal to convert 19 temporary assistance positions to posts, which have been continuously approved by the General Assembly for 4 years or more and which have been identified as having functions of a continuing nature

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee notes that a provision of $98,000 is requested for the Ethics Office for a consultant for eight person-months to conduct an annual survey to evaluate the organizational culture for ethics and integrity in peacekeeping missions, using the survey completed in 2012/13 as the baseline data (ibid., para. 620). The Committee questions the necessity for such surveys on an annual basis and was informed, upon enquiry, that the Department of Field Support had requested the Office to extend the initial survey in 2012 to additional missions. Pending further consultation with the Department, the Ethics Office could conduct a survey either to include additional missions or to follow on the research on the five missions in the original survey. The Advisory Committee questions the need for an annual survey to evaluate the organizational culture for ethics and integrity in peacekeeping missions (para. 57)	The Ethics Office plans to conduct a second cohort baseline ethics risk assessment in the second quarter of 2014. The prior quantitative assessment was done in 2012. No further survey is planned for 2014/15
In its report on cross-cutting issues related to the United Nations peacekeeping operations (A/67/780, para. 144), the Advisory Committee recommends that the General Assembly request the Secretary-General to entrust OIOS with the task of keeping official travel in peacekeeping missions under review for the 2013/14 period. In this connection, the Committee recommends that the scope of this review also include official travel under the support account for peacekeeping operations so that the review to be conducted will be comprehensive (para. 63)	OIOS is considering conducting a horizontal audit in early 2014 on travel, with focus on in-mission travel
The Advisory Committee was also informed, upon enquiry, that under the current memorandum of understanding, ECA provides common services in the areas of finance, travel, procurement, medical, transport and security, based on shared staffing resources (UNOAU staff embedded with ECA). The Committee recalls that, in order to address the constraints experienced by ECA in providing services to UNOAU, the latter had deployed, when required, up to six of its staff to work with their ECA counterparts to deliver specific services to UNOAU (see A/66/779, para. 71). In the view	In June 2011, a memorandum of understanding signed between UNOAU and ECA apportions the cost for common services for facilities and infrastructure, communications and technology provided by ECA to UNOAU and other offices based on the square metres they occupy, taking into account the existing resources of UNOAU and those of ECA. On the basis of past experiences of cooperation between the two offices prior to and after relocation, to ensure efficient and effective delivery of services, UNOAU contributed staff to cover areas where the two offices were cooperating, including on finance, travel, procurement, medical, transport and security. This arrangement was made in part to address the delays in service in the areas of finance, travel and procurement

Request/recommendation	*Action taken to implement request/recommendation*
of the Advisory Committee, the information provided in the proposed budget for 2013/14 lacks clarity on the common services shared by UNOAU and ECA. The Committee reiterates its expectation that the two offices will take advantage of the planned co-location to realize demonstrable efficiencies in their operations (ibid.). Furthermore, the Committee requests that more detailed information on the sharing of common services and the potential reduction of resource requirements should be provided in the proposed budget for 2014/15 (para. 85)	The Office will report on any efficiency gains after the relocation, which is now slated for February 2014. Given the new responsibilities of the Office, its functions will be reviewed and an assessment of ECA capacity and capability will be conducted The detailed breakdown of common services, costs and the portion allocated to UNOAU for the 2014/15 period is as follows: Facilities and infrastructure: Agency estimated area (m^2): UNOAU 2,680 m^2 Floor numbers: 6th and 5th Rental charge in US\$/m^2/month: 3.45/m^2 The breakdown of common services is as follows: 1. Salaries, Facilities and Maintenance Service 2. Salaries, Department of Safety and Security 3. Insurance of premises 4. Utilities (electricity, water, fuel) 5. Net supplies and equipment 6. Operation and maintenance contracts 7. Alterations 8. Major maintenance Total for UNOAU: $110,000 (support account share: $64,000) Communications and information technology: Internet and voice services, computing and printing services, help desk services, office automation services — network accounts and shared drives, long distance for fax Total for UNOAU: $24,000 (support account share: $13,700)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee notes the progress made in the implementation of Inspira. The Committee trusts that the roll-out to the field will proceed on schedule and lead to the realization of the full benefits of the system, including an improvement in vacancy rates and greater efficiency in the management of recruitment, performance and learning. The Advisory Committee expects the Secretary-General to report on actual progress achieved in his next report on human resources management reform (para. 110)	The roll-out of Inspira to the field is ongoing. The significant Inspira deliveries include: (a) dependency certification system; (b) numerous e-learning courses, including prevention of sexual harassment, basic and advanced security in the field; and (c) staffing roll-out to MINUSTAH, UNIFIL, UNDOF, the Global Service Centre, UNFICYP, UNMIK and UNMIL. E-learning management has been deployed to UNFIL to support Umoja training
The Advisory Committee recalls that, in order to ensure that the United Nations transitions to IPSAS in 2014, as approved by the General Assembly in its resolution 60/283, field missions subject to the peacekeeping budget cycle must make available opening balances for assets by 1 July 2013, at the start of the 2013/14 financial period, and issue IPSAS-compliant financial statements by 30 September 2014, three months after the end of the financial period on 30 June 2014 (see A/65/827, para. 171). Given the urgency of ensuring that, in accordance with the timeline approved by the General Assembly, peacekeeping missions are adequately prepared for the transition to IPSAS-compliant transaction processing from 1 July 2013, the Advisory Committee has no objection to the Secretary-General's proposed resources for consultants (see also para. 102 above). The Committee expects, however, that IPSAS-related requirements under this and all budget lines will decrease significantly in the next budget period once the transition to IPSAS is complete (para. 112)	While there will be some reduction, it is important to highlight the fact that IPSAS compliance in peacekeeping has been secured through a partial deployment of Umoja only, with Galileo and Progen still in use along with IMIS at Headquarters. Full IPSAS implementation without transitions will also take time, considering the complexity of the activities
The Advisory Committee encourages the Secretary-General to pursue his efforts to expand registration of and increase procurement opportunities for local vendors. It also encourages the Secretary-General to continue to enhance the procurement skills of field mission staff and ensure application of best practices in peacekeeping procurement activities (para. 117)	The Procurement Division pursues its efforts to expand registration of local vendors through the organization of business seminars (in 2013, a total of 40 seminars were held, 27 of them in developing countries or countries with economies in transition) The Procurement Division continues to enhance the procurement skills through the maintenance and further development of the web-based procurement training campus offering training in operational procurement subjects, policies and best practices. Participation in the procurement training campus is mandatory for field mission procurement staff

Request recommendation	*Action taken to implement request recommendation*
	In addition, the Procurement Division conducts annual procurement assistance visits to the missions with the objective of assessing capacity and providing guidance in order to facilitate optimization of the procurement functions carried out in the missions
In paragraph 505 of the budget document (A/67/756), the Secretary-General states that these initiatives do not overlap with, and are complementary to, the enterprise resource planning system, Umoja. Upon enquiry, the Advisory Committee was informed that the enterprise identity management system, which was required to identify Umoja users and facilitate management of access to the system, was a prerequisite to the deployment of Umoja. Systems such as the customer relationship management solution for contingent-owned equipment, the electronic fuel management system and the electronic rations management system provided functions that were not covered by the enterprise resource planning system, but would need to be closely integrated with Umoja. The Committee was also informed that there was no functional or operational need to interface to Umoja the other systems supported by the Office, such as the Contacts Database for the United Nations Operations Crisis Centre and the satellite Earth station, to provide backup communications infrastructure. Upon enquiry as to the impact of the implementation of Umoja on the resource requirements for those systems, estimated at $4.35 million in 2013/14, the Committee was informed that the Office would continue to require resources for the maintenance of all those systems which would remain deployed after the full implementation of the enterprise resource planning system, scheduled in 2018. The Committee expects nevertheless that the requirements for the development/acquisition of those systems will be reduced over time, once they are fully deployed to all peacekeeping operations (para. 119)	Once a system is fully deployed, there should be no more development/acquisition cost. The maintenance and support cost will depend on the required level of support and the number of functional changes requested by the stakeholder

Request recommendation	*Action taken to implement request recommendation*
Upon enquiry, the Advisory Committee was informed that:	
(a) The contingent-owned equipment system had been deployed at UNIFIL, MINUSTAH, UNDOF, UNFICYP, MINURSO and UNISFA, and was planned to be further deployed to MONUSCO, UNSOA, UNMIL and UNOCI in 2012/13;	(a) The contingent-owned equipment system was deployed in MONUSCO, UNSOA, UNMIL and UNOCI during the 2012/13 cycle, as planned
(b) The enterprise identity management system had been deployed at UNIFIL, UNMIL, MINUSTAH, UNDOF, UNFICYP, UNOCI, UNISFA and UNAMID, and was further planned to be deployed in MONUSCO, UNSOA and UNMISS in 2012/13;	(b) The enterprise identity management system was deployed in MONUSCO, UNSOA and UNMISS during the 2012/13 cycle, as planned
(c) The enterprise information portal was planned to be deployed at UNIFIL, MONUSCO, UNSOA and UNMISS in 2013/14, and it was anticipated that the system would be made available to all peacekeeping operations by the end of 2014;	(c) The enterprise information portal system has been implemented and is available to all peacekeeping missions
(d) The functional requirements of the global warden system had evolved, and the specifications of the system were not yet finalized. The Advisory Committee recommends that the Secretary-General be requested to report on actual deployments of the above systems in his next report (para. 120)	(d) There was a change in user requirements of peacekeeping operations, resulting in the need for an assessment of existing systems that are in use for the management of wardens in the field and of ancillary systems with which the global warden system will need to integrate. The assessment was undertaken, and the implementation of the warden system is scheduled for the 2014/15 period
With regard to the electronic fuel management system, the Advisory Committee notes that an in-house solution was developed and has been tested in MINUSTAH and that the system continues to be enhanced with a view to achieving a higher level of automation, further streamlining of data entry and eliminating data input errors. The Committee further notes that in 2013/14, it is planned to implement the system in two peacekeeping operations (see A/67/756, para. 496). The Committee reiterates the importance of an effective fuel management system for monitoring fuel consumption and strengthening internal controls, given the	The first release of the electronic fuel management system was implemented in MINUSTAH. Ground works for implementation advanced well at UNOCI and UNIFIL, while functional enhancements were added to achieve a higher level of automation, further cut manual data entry efforts, and eliminate nearly all data input errors. As at 30 June 2013, the second release of the system was delivered but not yet deployed, because UNOCI had to mobilize resources to support the launch of MINUSMA and UNIFIL had to support the launch of Umoja The deployment of the second release is ongoing

Request recommendation	*Action taken to implement request recommendation*
significant annual expenditures on fuel and the considerable risks of its misappropriation (A/66/779, para. 146). The Advisory Committee recommends that the Secretary-General be requested to expedite deployment of the system in all active peacekeeping operations and to report on achievements in his next progress report. The Committee discusses fuel management further in its report on cross-cutting issues related to peacekeeping operations (A/67/780) (para. 121)	
The Advisory Committee notes that after two failed attempts to acquire a commercial solution for the rations and food management system, the Office of Information and Communications Technology is developing an internal solution (see A/67/756, para. 512). Upon enquiry the Advisory Committee was informed that the system was being developed using the customer relationship management software (iNeed) for front-office user functions and the SAP-enterprise resource planning software for back-office financial transactions. The system would be closely integrated with Umoja and could be implemented only after deployment of Umoja in peacekeeping operations. The Committee was further informed that a prototype covering the ingredient management, recipe definition and menu planning functions was available, and that planning for the deployment of the system had not yet commenced. A total of $547,457 has been spent thus far on the development of the system. The Advisory Committee emphasizes the importance of ensuring that the rations management system is fully integrated with Umoja. It remains concerned by the continued delays in the implementation of the rations management system. It considers the implementation of an effective solution for the management of rations to be very important both to ensure food safety and quality, which affects the health and morale of contingent personnel, as well as to improve controls and cost-effectiveness in the utilization of resources. The Committee recommends that the Secretary-General be requested to accelerate	OICT started developing the in-house solution in December 2012. The solution is leveraging the enterprise platforms supporting multiple business processes of the Secretariat. Prerequisites for Umoja deployment are being addressed in the development. A prototype was presented to the business users from all peacekeeping operations in June 2013 The electronic rations management system is critically dependent on the enterprise platforms. Taking into account the tight deployment schedule of Umoja, combined with the prerequisites to deploy the rations system and the contractual recruitment challenges, integration of the rations system with Umoja is planned in June 2014, and the pilot phase is planned for the end of 2014

Request recommendation	*Action taken to implement request recommendation*
the development and deployment of the system and to report on progress achieved in his next report. The Committee discusses rations management further in its report on cross-cutting issues related to peacekeeping operations (see A/67/780) (para. 122)	
The Advisory Committee notes from paragraph 618 of the budget document (A/67/756) that a provision of $672,000 ($405 per statement per person) is proposed for a consulting firm to continue the independent review of staff statements in connection with the financial disclosure programme, based on the quote from the firm that would conduct the review for 2013/14. The unit cost appeared to be high in the view of the Committee, and it enquired about the current rate and negotiations undertaken to reduce the cost. The Committee was informed that the Procurement Division was currently negotiating a successor contract and that the new unit cost would be available upon the finalization of the negotiation (the standard unit cost for each review was $398 for 2012/13). The Advisory Committee expects that the Secretary-General will make further efforts to reduce unit cost in the negotiation with the consulting firm (para. 125)	Following a competitive bidding process, the unit cost has been reduced from $405 per filing for 2013/14 to $249 per filing for 2014/15, a reduction of approximately 40 per cent